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EDMUND G. BROWN JR.  
GOVERNOR

March 28, 2017

Mr. Nick Macchione, Director  
San Diego County Health & Human Services Agency  
1700 Pacific Highway, MS P501  
San Diego, CA 92101-7439

Dear Mr. Macchione:

This letter is to inform you that the San Diego County Refugee Services Plan covering the period of October 1, 2016 through September 30, 2017, has been reviewed and certified by the California Department of Social Services, Refugee Programs Bureau. A copy of the plan is enclosed for your reference.

We value your commitment in assisting refugees to become self-sufficient and thank you for your continued support. Any questions regarding this matter may be directed to Ms. Jacqueline Hom, Manager, County Operations and Performance Unit at (916) 654-5964 or [Jacqueline.Hom@dss.ca.gov](mailto:Jacqueline.Hom@dss.ca.gov).

Sincerely,

KIM JOHNSON, Chief  
Child Care and Refugee Programs Branch

c: Maggie Fenn, County Refugee Coordinator  
Abdi Abdillahi, Refugee Coordinator



# County of San Diego Refugee Employment Services Plan 2017-2019

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## **Executive Summary**

The 2017-2019 Refugee Employment Services (RES) Plan is a three-year plan that provides the framework for the provision of employment services to refugees in San Diego County. The County of San Diego Health and Human Services Agency (HHSA) has administrative responsibility for the RES program and manages the services through contracted service providers. Within HHSA, the Division that manages refugee functions and houses the County and local Refugee Coordinators is the Community Action Partnership (CAP), which is part of the Office of Strategy and Innovation (OSI). CAP developed the RES Plan in part through data analysis of refugee arrival trends, local economic factors, program evaluation data and “voice of the customer” feedback. Voice of the customer information was gathered at the monthly Refugee Forum meetings, via surveys to refugee clients and the community, including refugee service providers, and from various collaborative meetings held throughout the county.

According to the California State Refugee Programs Bureau (RPB) San Diego is a designated refugee-impacted county. Data reports from RPB indicate that over the last seven Federal Fiscal Years (FFY) (October 1, 2008 through September 30, 2015) the County has resettled 19,994 newly arriving refugees, making San Diego the largest recipient of new arrivals in California during this period. These statistics do not include secondary migration, where refugees who initially arrive in another county or state, move to San Diego for any reason.

Seventy-seven percent of the refugee arrivals during the last five FFYs have been from Iraq. A majority of newly arriving families accessing HHSA services reside in the geographic service areas of Central and East regions – of those residing in East region, a majority (73%) live in the City of El Cajon. The rich cultural heritages of these newcomers contribute to the county’s existing cultural diversity. In addition, the region has a multitude of service agencies, which individually and jointly provide services to the refugee community. HHSA is a proud partner in these efforts, including active participation in local refugee coalitions such as the San Diego Refugee Forum.

While the San Diego provider network offers significant support to newly arriving refugees, achieving self-sufficiency in a short time period remains difficult for the population. Factors such as limited English language skills and cultural barriers limit immediate employment opportunities for the population. Regional cost of living coupled with low-paying, entry-level employment opportunities pose as additional barriers to self-sufficiency within the first five years of arrival to the United States.

In an effort to provide resources and support to newly arriving refugee families as they work towards self-sufficiency, the County’s RES will include the following components as allowed by Office of Refugee Resettlement (ORR) funding regulations: Employment, English Language Training, Translation and Interpretation Services, Information and Referral Services, Outreach Services, Social Adjustment Services, Case Management Services, Citizenship and Naturalization Preparation Services, On-the-Job Training, and Older Refugee Services. Whenever possible, RES will seek additional funding opportunities to enhance these services and will identify other programs to leverage to meet the needs of this population.

### **I. County Refugee Program Administration**

The RES Program is administered with ORR funding provided to the County of San Diego’s HHSA through RPB. Within HHSA, RES is overseen by staff located within CAP, which houses two full-time and one half-time employees to administer the program - the Local Refugee Coordinator, the County Refugee Coordinator, and the CAP Program Director. Together this team strives to connect the County of San Diego to service providers, other local government partners, and community collaborations that work with the refugee population. CAP administers a majority of the RES funding through the CalWORKs/Welfare to Work (WTW) program to enhance employment services to newly arriving

refugees participating in WTW; however there are additional program components administered through contracts within CAP and other divisions of HHSA. These programs include Vocational English-as-a-Second Language (VESL), Work Readiness training, and social services for the elderly refugee population.

Although CAP does not administer all of the ORR funding for refugee services coming to the County of San Diego or to the San Diego region, it does actively partner and collaborate with other ORR funding recipients. For example, CAP meets regularly with the County's Refugee Health Coordinator, housed within HHSA's Public Health Services (PHS), local resettlement agencies responsible for resettlement and placement activities and employment services for single adults, and with local school districts that receive refugee school-impact grants. In addition, CAP provides information related to refugee resettlement activities with other stakeholders who interact with newly arriving refugees in the course of providing essential services, such as Child Welfare Services, Family Resource Centers and local law enforcement agencies.

### *CAP and Live Well San Diego*

CAP is a public community action agency, within the County's Health and Human Services Agency (HHSA) organizational structure. HHSA provides critical public health services to the general population of over 3 million residents and an array of social services to the roughly 750,000 recipients of federal, State and County funded programs like Medi-Cal, CalFresh, CalWORKs, Foster Care and Adoptions. HHSA operates a regional service delivery system, taking into account the geographically and socially diverse assets and needs of the region. There are six (6) HHSA designated regional service areas: Central Region, North Central Region, East Region, North Coastal Region, North Inland Region and South Region. CAP provides countywide programs to address issues of poverty through regional service delivery contracts in each of the HHSA designated regions.

*Live Well San Diego* is a regional vision adopted by the San Diego County Board of Supervisors in 2010 that aligns the efforts of County government, community partners and individuals to help all San Diego County residents be healthy, safe, and thriving. The vision includes three components. Building Better Health, adopted on July 13, 2010, focuses on improving the health of residents and supporting healthy choices; Living Safely, adopted on October 9, 2012, focuses on protecting residents from crime and abuse, making neighborhoods safe, and supporting resilient communities; and, Thriving, adopted on October 21, 2014, focuses on cultivating opportunities for all people to grow, connect and enjoy the highest quality of life. *Live Well San Diego* encompasses community engagement on all levels. It starts with individuals and families who are leading efforts to be healthy, safe and thriving and grows through County-community partnerships to convene working groups, conduct program activities, and leverage each other's resources and capabilities to improve the health, safety and overall well-being of residents throughout San Diego County.

CAP has a history of engaging community partners to improve the quality of life for San Diego's economically disadvantaged communities, including refugees. Since the implementation of *Live Well San Diego*, CAP has refocused its efforts to ensure alignment with the vision of healthy, safe and thriving communities. This has resulted in new and innovative opportunities for CAP programming, including:

- Resident Leadership Academy (RLA), which trains grassroots leaders to advocate for community improvements in their neighborhoods;
- *Live Well San Diego* Exchange, which offers collaborative communication training to residents so that they can better mediate conflict in their own lives;
- Project MOST, a training and technical assistance program targeting capacity building of small, minority owned businesses, including non-profits serving high risk/high need populations; and

- Peace Makers, a community driven gang prevention and intervention program that supports grassroots leaders in their effort to respond to gang violence in their communities and outreach to potential gang members and victims of gang violence in an effort to stop the violence.

As is the case with other CAP administered programs, all of the programs described above include refugees as a target population for services in an effort to address gaps in services for that population.

## **II. Description of County's Refugee Programs**

### **A. Funding Source**

The County receives Refugee Social Service (RSS), Targeted Assistance (TA) formula, Targeted Assistance Discretionary Grant (TADG), and Services to Older Refugees (SOR) Grant.. Services included in the RES Plan incorporate all of these funding sources.

### **B. General Program Description**

#### ***Refugee Resettlement Process***

The refugee resettlement process to the United States begins with the Office of United Nations High Commissioner for Refugees (UNHCR), which collects and assesses identifying documents and biographical data on individuals seeking refugee status. If the need for resettlement is determined and the individual(s) is a strong candidate, additional screening is conducted and a referral for resettlement is made.

Refugees referred for resettlement in the United States complete additional security screening through the Department of Homeland Security and Citizen and Immigration Services. Placement in communities throughout the United States is coordinated by the State Department's Bureau for Population, Refugees and Migration (PRM), which works with several non-governmental Resettlement Agencies (RAs) to make travel arrangements and provide resettlement services for newly arriving refugees. Initial resettlement services provided by RAs include help with accessing housing, application for Social Security Cards, drivers' licenses, help with school enrollment for children and additional help accessing community services, including help applying for public assistance programs like CalFresh, Medi-Cal and CalWORKs.

#### ***San Diego County RES Program***

The intent of the RES program, in accordance with the Refugee Act, is to assist newly arrived refugee families to achieve self-sufficiency through employment, with the primary goal of obtaining employment within 12 months of arrival to the United States. To achieve this goal, the County of San Diego's RES Plan incorporates a comprehensive approach to address the employment needs of newly arrived refugees, prioritizing culturally and linguistically appropriate services that are accordance with all applicable federal, state, and county laws, amendments, regulations, and guidelines for the next three Fiscal Years (2017 -2019).

In San Diego County, refugee families with children who are eligible for the CalWORKs program can receive up to 48 months of cash assistance and help with employment services through the Welfare to Work (WTW) program. The County of San Diego coordinates RES through WTW in an effort to ensure refugee families that are ready for employment have access to services that best meet their needs for obtaining their first job in the United States and/or working towards upgrading their employment through increased wages, hours or benefits. Although WTW is limited to 48 months of employment services, refugees can access services through RES for up to 60 months after their

arrival to the United States. Additional services are offered outside of WTW through separate contracts but are coordinated to ensure access to both aided and non-aided participants.

Single adults or couples without children are not eligible for CalWORKs but can be provided up to 8 months of cash assistance through the Refugee Cash Assistance (RCA) program. These individuals can also access employment services through the Wilson Fish Comprehensive Resettlement Collaborative (Wilson Fish), which provides employment services, social and acculturation services and case management for up to 60 months after arrival to the United States. The RCA and Wilson Fish programs are administered by local RAs through funding they receive directly from ORR. RCA clients receive cash aid through the Wilson Fish, not through the County of San Diego. Although the County of San Diego does not have administrative oversight of RCA or Wilson Fish, staff from the County and the RAs meet throughout the year to discuss issues related to refugee resettlement, including employment services, in an effort to talk about arrival trends and share best practices for helping refugees integrate into their new communities. See Exhibit 1 for the San Diego County RES Program flowchart.

### ***Eligible Populations***

RES provides employment related services for eligible populations ages 16 years or older who have been in the United States 60 months or less or US born minors whose parent(s) are refugees. Populations eligible for RES include:

<b>Population</b>	<b>Description</b>
<b>Refugee</b>	Individuals who have been granted special immigration status ("refugee status") by the U.S. Department of Homeland Security (DHS) while outside the U.S. These refugees are unable to return to their country of origin because of persecution or a well-founded fear of persecution on account of race, religion, nationality, membership in a particular social group, or political opinion.
<b>Asylee</b>	Individuals who are in the U.S., either legally or without documents, and fear that they will be persecuted if they return to their home country. To become an asylee the person must go through an immigration hearing or court process and be granted asylum by either a DHS/U.S. Citizenship and Immigration Services Asylum Office or the Immigration Court of the Executive Office of Immigration Review (EOIR) of the U.S. Department of Justice.
<b>Cuban/Haitian Entrants</b>	Nationals of Cuba and Haiti who are in the U.S. and are granted a special status by DHS.
<b>Amerasian</b>	Certain individuals from Vietnam who are admitted to the U.S. as immigrants pursuant to Section 584 of the Foreign Operations, Export Financing, and Related Programs Appropriations Act, 1988.



<p><b>Human Trafficking Victims</b></p>	<p>Victims of modern-day slavery, which include young children, teenagers, men, and women. Victims of human trafficking are subjected to force, fraud, or coercion for the purpose of sexual exploitation or forced labor. The Trafficking Victims Protection Act of 2000 made adult victims of severe forms of trafficking who have been certified by the U.S. Department of Health and Human Services eligible for benefits and services to the same extent as refugees. The Trafficking Victims Protection Reauthorization Act of 2003 made certain family members of trafficking victims also eligible for benefits and services to the same extent as refugees.</p> <p>Victims of severe forms of trafficking who are under 18 years of age are also eligible for benefits to the same extent as refugees but do not need to be certified. They receive a letter of eligibility from ORR.</p>
<p><b>Iraqi and Afghan Special Immigrant Visa (SIV) Holders</b></p>	<p>For their service to the U.S. government in Iraq and Afghanistan, certain Iraqis and Afghans are granted Special Immigrant (SIV) status overseas by the U.S. Department of State and are admitted to the U.S. by the Department of Homeland Security. The Department of State, in conjunction with the Voluntary agencies and ORR, assist with the resettlement and integration of SIVs into the U.S. An SIV is eligible for the same ORR benefits and services and for the same time period as a refugee, from the first day the SIV arrives in the U.S.</p>

Participants for the Elderly Refugee Programs must meet criteria for the populations described above and must also be age 60 or older.

### **C. CalWORKs and RCA Compliance**

San Diego County assures that the provision of activities and services to mandatory and voluntary CalWORKs WTW participants and RCA recipients, funded by ORR monies and allocated by California Department of Social Services (CDSS), will be expended in accordance with CalWORKs WTW and RCA requirements (including those regarding program participation flow, good cause determination, sanctioning, and supportive services) specified in the Manual of Policy and Procedures Sections 42-700 and 69-200, respectively, and other applicable CalWORKs and RCA policy guidance issued by CDSS.

Newly arrived RCA single refugees and couples who do not qualify for CalWORKs participate in Wilson Fish for eight months and receive employment services for up to five years. Refugee families with children who are CalWORKs eligible enter the county's assistance program without first receiving cash or employment services from Wilson Fish.

### **D. County Planning Process/Needs Assessment**

#### ***Names of Planning Participants***

To ensure that the "voice of the customer" was captured as a part of this Plan, CAP San Diego administered surveys to RES participants and other refugee stakeholders between February and March 2016. Two surveys were used to collect feedback:



- **Client surveys** that asked for feedback on level of satisfaction with the County of San Diego's RES services and feedback on priorities related to types of services most needed by newly arriving refugees looking for employment; and,
- **Community surveys** that targeted refugee service providers and other stakeholders and asked for feedback on barriers to refugee employment in San Diego and opportunities for improvements to services region-wide.

CAP worked with the CalWORKs/WTW team within the County, the WTW service providers (ResCare, Inc. and Public Consulting Group, Inc.), and the VESL service provider (The International Rescue Committee, Inc.) to administer the client surveys. The community surveys were completed by a variety of service providers including school districts, divisions of the County's Health and Human Service Agency, Ethnic Based Community Organizations, resettlement agencies, and non-profit organizations.

The complete record of survey responses is available in Exhibit 2 to this Plan - high level observations by survey are provided below.

### ***Demographics of the Target Population***

Client surveys were administered at various sites where the clients were attending employment related workshops funded by the RES program. The goal of administering the surveys in each of the workshops was to explain the purpose of the surveys, to make the clients comfortable with providing feedback, and allow for any questions or clarifications. All clients were active WTW participants, generally within the first year of arrival to the United States. Full demographic data of all respondents is available in Exhibit 2 to this Plan.

Community surveys were administered via an online survey that was promoted to a variety of community and service providers several months prior to the release of the survey and throughout the period that the survey was open. The CAP team presented the survey information and links to the following:

- The San Diego Refugee Forum (meets on a monthly basis, comprised of 40+ refugee service providers and community members)
- Local Resettlement Agency Staff/Representatives
- El Cajon Collaborative (meets on a monthly basis, comprised of members of various local agencies serving the East Region)
- Newcomers Collaborative (meets on a monthly basis, comprised of members of various local agencies serving the newly arriving refugee populations in the East Region)
- Ethnic Based Community Organizations
- Welfare to Work Service Provider Staff
- Community College District Staff and Representatives
- School District Representatives, specifically the Refugee School Impact Grant coordinators
- HHSA staff

Full demographic data of all community respondents is available in Exhibit 2 to this Plan.

## ***Identification of Target Population Needs***

### **Client Surveys**

A total of 96 Client Surveys were completed by RES participants engaged in Job Club activities at the WTW provider sites in Central and East Region, as well as clients participating in the county's Vocational English as a Second Language (VESL) classes in East and Central Region.

In regards to satisfaction levels with the employment services they receive through RES, clients indicated that they were happy overall with the services they have received. Opportunities for improvement included transportation, job fairs and work experience. The most underutilized services according to client surveys included Behavioral Health Services and schools services. This may be due to cultural barriers to providing feedback regarding the use of Behavioral Health Services.

Clients indicated that the most important services they needed assistance with included:

- English language training
- Job search/application assistance
- Citizenship
- Financial literacy
- Supportive Services

### **Community Surveys**

A total of 26 Community Surveys were completed by stakeholders involved in serving newly arriving refugees – respondents were targeted through their involvement in refugee collaboratives, including the San Diego Refugee Forum and the Newcomers Collaborative.

Overall, community respondents identified top barriers to employment as including lack of employment skills and lack of employment history in the United States, and transportation. Survey respondents rated citizenship services, acculturation and ESL referrals/classes highly but indicated there was some room for improvement when it came to supportive services (particularly transportation) and referrals to Behavioral Health Services.

## ***Labor Market Information***

Within the past year (April 2015 through April 2016), San Diego has seen improvement in its economy and labor market; according to the California Employment Development Department (EDD) San Diego's unemployment rate in April 2016 was 4.5 percent, down from 4.8 percent in April of 2015. The current unemployment rate is well below the April 2010 rate of 10.5 percent, demonstrating that the region has slowly climbed its way back from the recession in over the past six years.

As depicted in Table 1, the top employment sectors that San Diego saw the most gains in employment between April 2015 and April 2016 consist of primarily service sector industry positions, but also include other possible entry-level industries ideal for refugees. Looking forward to 2022, anticipated growth will occur in several service industry sectors, including: sales, food preparation and service and retail sales (see Table 2).

<b>Table 1:</b> Employment Sectors with the highest growth in San Diego between April 2015 and April 2016	<b>Table 2:</b> Top Projected Occupations for 2022
Education and Health Services (+7,100 jobs)	Office and Administrative Support
Leisure and Hospitality (+6,200 jobs)	Sales and Related Occupations
Government (+5,100 jobs)	Food Preparation and Service
Construction (+4,800 jobs)	Management Occupations
Trade, Transportation, and Utilities (+4,000 jobs)	Retail Sales Workers
<i>State of California Employment Development Department, May 2016</i>	

The November 2015 report, “Middle-Skill Jobs, Gaps and Opportunities” by the San Diego Workforce Partnership indicates that middle-skill jobs are projected to add more than 24,000 positions in San Diego County over the next five years. Middle-skill jobs generally require an education level that is less than a four-year degree, but more than a high school diploma. 37 percent (603,535) of all employment in San Diego County are middle-skill jobs that pay on average \$13.09 an hour and offer opportunity for career advancement. In order to address the gaps experienced by employers and provide opportunities for the under and unemployed workers, the report recommends that the workforce system will need more focus on training and apprenticeships to provide individuals with hands-on, on-the-job training to increase skills, knowledge and abilities for these positions.

The Migration Policy Institute’s Fact Sheet for San Diego County, Immigrants and WIOA Services (April 2016) indicates that foreign-born individuals under the age of 25 are far more likely than those born in the U.S. to be employed and not enrolled in any training or post-secondary education. This signifies that there are a growing number of young, foreign-born adults (19-26) that lack advanced skills training and/or education to further advance their careers and job opportunities. On the other end of the spectrum, the fact sheet indicates that 52 percent of San Diego’s foreign-born individuals who have a college degree or higher were educated abroad and face unique barriers in attempting to transfer their degrees, training and work experience into the U.S. labor market. These individuals have difficulties obtaining certification/recognition for their previous professional careers in their home countries, forcing them to take entry level, low paying positions and underutilizing their experience and professional skills for positions in industries that need skilled workers.

#### ***How Proposed Employability Services Relate to Local Labor Market Information***

Based on the Labor Market Information presented above, there are several strategies that San Diego will continue to utilize to meet the needs of the diverse refugee population and if funding is available, will be incorporated to the current employability services.

Employment focused services to assist newly arriving refugees families acculturate to their new workforce surroundings, receive case management, and employment related workshops will continue to be integrated with the CalWORKs/Welfare to Work (WTW) program and service providers. The WTW service providers work closely with employers, the workforce development system, educational institutions and training providers to link refugee clients with training and employment opportunities to meet the demands of the employers and employees.

The Vocational English-as-a-Second Language program (VESL) provides a multi-tiered approach to assist refugee participants to increase their English language skills while learning job-specific vocabulary and skills to assist them in obtaining employment. The VESL Program focuses on a small number of industries that answer the current labor market needs (hospitality, food service/preparation, and retail). Should funding be available in the duration of this RES Plan, additional opportunities will be explored to offer more industry specific training for in-demand occupations and/or to meet the needs of the employers with the need for skilled employees.

Additionally, CAP will continue to explore additional ways to partner with local training and education providers, including the local Workforce Development Board, to address the need for additional English Language training, education (high school and above), re-licensing and certifications of foreign-educated refugees, skills training opportunities, and bridging the gap of little to no work experience within the U.S. that many refugees face when looking for employment that leads to self-sufficiency.

## **E. Additional Information**

### ***San Diego Community Profile***

San Diego County is the southernmost major metropolitan area in the State of California. The region covers 4,261 square miles extending 75 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. With a population of 3,143,429 (2012 SANDAG Estimate), San Diego is the second largest county by population in California and the fifth largest county by population in the nation (2010 U.S. Census Bureau) and includes 18 incorporated cities.

### ***Cost of Living***

The cost of living is high in San Diego County. For example, according to a 2014 Kiplinger report, San Diego ranks as the tenth most expensive city to reside in the United States with a cost of living 30% above the national average. A primary driver to the high cost of living in San Diego is the cost of housing, which has continued to increase in recent years as the vacancy rate has decreased. According to a January 2016 report from the San Diego Regional Economic Development Corporation, San Diego remained the second most expensive for-sale home market in the United States. The region recorded the 4th highest residential rental rates, up 5.4% between October of 2015 and the year prior, which was the 8th highest annual growth among major metro areas.

Housing costs are only one part of a family budget though. According to the California Budget and Policy Center, the basic annual family budget for two working parents with two children in San Diego County is over \$82,000 ([www.cbp.org](http://www.cbp.org)). This takes into account necessities such as utilities, child care, transportation and food.

### ***Refugee Resettlement***

San Diego is the largest refugee resettlement site in the State of California, resettling 19,994 refugees between the period of Federal Fiscal Years 2008-2009 and 2014-2015. A majority (73%) of refugees resettled in San Diego during that time came from Iraq, although the region continues to be home to other refugee populations from across the globe, including individuals and families from regions such as Africa, Afghanistan, and Southeast Asia. Table 3 lists the top six countries of origin of San Diego refugees from 2009 to 2015:

Table 3: Top Refugee Arrivals to San Diego FFY 2009 - 2015	
Country of Origin	Total Arrivals
Iraq	14,628
Burma	1,336
Somalia	1,095
Iran	696
Congo	267
Afghanistan	223
<i>State of California Department of Social Services, Refugee Programs Bureau</i>	

As of January 2016, there were 14,393 refugees (9,326 adults and 5,067 children) accessing public assistance benefits in San Diego County. These individuals reside primarily in two of HHSA's geographic service areas:

- 77% (11,237) reside in East Region, which consists of several cities including El Cajon, Lemon Grove, Spring Valley, Santee and Lakeside. 86% (9,670) of refugees accessing public assistance benefits in East Region are from Iraq.
- 19% (2,697) reside in Central Region, which consists primarily of the City of San Diego. The refugee population accessing public assistance benefits in Central Region is more diverse than East Region, with the two largest groups coming from Burma (530) and Somalia (414).

### III. Description of Service Components

Service	Funding	Description of Services	Programs which Support the Service
Employment	RSS/TA	<p>At a minimum, services will include the following:</p> <ul style="list-style-type: none"> <li>• A comprehensive assessment and creation of an individually tailored employment plan;</li> <li>• Assistance in eliminating employment barriers;</li> <li>• Assistance with job search and application, preparing a resume, and practicing for job interviews;</li> <li>• Assistance with enrolling participants into education programs, language and skills training, and connection to workforce development opportunities; and</li> <li>• Referrals to social and mental health services.</li> </ul>	<ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> <li>• Work Readiness Exchange</li> </ul>
English Language Training	RSS/TA	Appropriate English language training will be provided to participants through a variety of avenues of the RES programs.	<ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> <li>• Work</li> </ul>

Service	Funding	Description of Services	Programs which Support the Service
		<ul style="list-style-type: none"> <li>• WTW case managers refer clients to ESL Training; include it in their job clubs, workshops, and employment focused activities.</li> <li>• VESL provides job-focused ESL.</li> <li>• Work Readiness Exchange (WRE) includes additional practice of ESL.</li> <li>• Additional remedial training for those that require it.*</li> </ul>	Readiness Exchange
<b>On-the-Job Training/Skills Training*</b>	RSS/TA	<p>On-the-Job Training (OJT) is utilized as a component of the VESL program to provide participants the opportunity to learn skills while gaining work experience at the same time. OJTs provide financial assistance to the employer while they simultaneously train the participant for the position they hold at their business/organization.</p> <p>The overall goal of OJT is to place participants in unsubsidized employment once training is complete; employers are encouraged but not required to hire the participant upon completion of their training.</p> <p>Skills training* will consist of training for employed, professional individuals in need of professional refresher training and other recertification services (for up to one year) in order to qualify to practice his/her profession in the U.S.</p>	<ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> </ul>
<b>Case Management</b>	RSS/TA	Case management services for employment are designed to prepare participants to obtain, retain, and upgrade employment.	<ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> <li>• Work Readiness Exchange</li> </ul>
<b>Other Employability Services</b>	RSS/TA	<p>The following services will be provided to refugee participants to assist in overcoming barriers and challenges in obtaining and retaining employment:</p> <ul style="list-style-type: none"> <li>• <b>Translation and Interpretation Services:</b> these services will be provided to refugee participants with limited English proficiency to assist with accessing employment and other essential services.</li> <li>• <b>Conflict Management Training*:</b> training to teach participants a multitude of life skills that support job readiness, retention and advancement via the WRE program. WRE empowers participants by increasing communication and problem solving skills needed for self-sufficiency and success in the</li> </ul>	<ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> <li>• Work Readiness Exchange</li> </ul>

Service	Funding	Description of Services	Programs which Support the Service
		<p>workplace.</p> <ul style="list-style-type: none"> <li>• <b>Skill Recertification*</b>: training and/or services to assist refugee participants with existing professional degrees, license or certificates practice their professions in the U.S. by helping to get participants relicensed or certified. These services are only available to participants that are employed.</li> <li>• <b>Childcare/Transportation*</b>: when necessary for participation in employability services and other essential service to help overcome employment barriers and employment retention challenges by accessing needed mainstream services.</li> </ul>	
<b>Non-Employment Services</b>	RSS/TA	<p>The following services that are not directly related to overcoming barriers, yet assist refugees in having healthy, safe and thriving lives which leads to self-sufficiency will be provided:</p> <ul style="list-style-type: none"> <li>• <b>Translation and Interpretation Services</b></li> <li>• <b>Information and Referrals</b></li> <li>• <b>Outreach Services</b></li> <li>• <b>Social Adjustment</b>: assessment and short-term counseling, health-related services (scheduling appointments, obtaining services), home management services (household budget, home maintenance, tenant rights)</li> <li>• <b>Citizenship and Naturalization Services</b>: civics instruction to prepare participants to apply for, interview and become citizens, application for legal permanent residence, and assistance with any needed waivers and interpretation services</li> </ul>	<ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> </ul>
<b>Services to Older Refugees*</b>	SOR	<p>Cultural and linguistically appropriate, peer-based, outreach and engagement services are provided to support prevention activities and increased access to care for the older refugee population in San Diego. The Elder-Multicultural Access and Support Services (EMASS) Program is administered through a leveraged contract with HHSA's Behavioral Health and Aging and Independent Services divisions.</p> <p>EMASS will provide the following services:</p> <ul style="list-style-type: none"> <li>• Education and advocacy;</li> <li>• Peer mentoring support;</li> <li>• Transportation services to and from medical and</li> </ul>	<ul style="list-style-type: none"> <li>• EMASS</li> </ul>



Service	Funding	Description of Services	Programs which Support the Service
		mental health appointments; <ul style="list-style-type: none"> <li>• Social and recreational activities;</li> <li>• Assistance with and referrals to social service needs; and</li> <li>• Screening for public assistance programs and benefits.</li> </ul>	
Targeted Assistance Discretionary Funding*	TAD	A program that will be designed to assist refugees and specific at-risk refugee populations who have been unable to make the transition to economic self-sufficiency gain employment. Activities will supplement existing employment services to help refugees achieve economic self-sufficiency. The TAD program may include the following services: <ul style="list-style-type: none"> <li>• Case management;</li> <li>• Basic skills/GED preparation;</li> <li>• Ready to work skills;</li> <li>• Financial literacy; and</li> <li>• Skills and on-the-job training.</li> </ul>	<ul style="list-style-type: none"> <li>• Program to be determined based on funding</li> </ul>
<b>*All services noted with an asterisk above indicate that services in that component are subject to availability of funding</b>			

### *Services to Older Refugees*

CAP partners with HHSA's Behavior Health Services (BHS) and Aging and Independence Services (AIS) to provide elderly refugees with culturally and linguistically competent behavioral health care outreach and engagement opportunities through peer-based services conducted in the community where seniors typically congregate.

This program provides multicultural outreach, education, advocacy, peer mentoring support, and transportation services to seniors. These services enable timely identification of mental health issues and prevention of mental health issues, reduce inappropriate utilization of services such as hospital emergency rooms (ER) and inpatient hospital admissions, enhance timely access and engagement, enhance service utilization capacity and improve quality of care by providing culturally and linguistically effective services at senior housing, senior centers, faith-based organizations, and/or natural gathering places.

## **IV. Budgets**

Per ORR requirements, this RES Plan includes a separate budget for each funding source the County receives and any carryover and augmentation funding available for services for the current Plan year. The budgets show an amount for every component offered for that program and an amount for county administration costs.

**RSS Allocation Budgets:**

<u>ITEM</u>	<b>FFY 2016-2017 RSS Allocation (RES 1605)</b>	<b>FFY 2015-2016 Carryover RSS Allocation (RES 1505)</b>	<b>Total</b>
<b>1. EMPLOYMENT SERVICES</b>	<b>\$1,253,539</b>	<b>\$1,191,202</b>	<b>\$2,444,741</b>
a.) Employment	\$884,005	\$882,351	\$1,766,356
b.) OJT	\$7,000	\$7,000	\$14,000
c.) Case Management	\$362,535	\$301,850	\$664,385
<b>OTHER EMPLOYABILITY</b>			
<b>2. SERVICES</b>	<b>\$782,138</b>	<b>\$724,251</b>	<b>\$1,506,389</b>
a.) ELT	\$563,140	\$521,460	\$1,084,600
b.) Other	\$218,999	\$202,790	\$437,314
c.) SOR	\$37,722		\$37,722
<b>Services Subtotal</b>	<b>\$2,035,677</b>	<b>\$1,915,452</b>	<b>\$3,951,129</b>
<b>4. COUNTY ADMINISTRATION</b>	<b>\$266,084</b>	<b>\$250,369</b>	<b>\$516,453</b>
<b>TOTAL</b>	<b>\$2,301,761</b>	<b>\$2,165,821</b>	<b>\$4,446,582</b>

**TA Allocation Budgets:**

<u>ITEM</u>	<b>FFY 2016-2017 TA Allocation (TAFO 1605)</b>	<b>FFY 2015-2016 Carryover TA Allocation (TAFO 1505)</b>	<b>Total</b>
<b>1. EMPLOYMENT SERVICES</b>	<b>\$469,986</b>	<b>\$321,140</b>	<b>\$791,126</b>
a.) Employment	\$346,991	\$235,556	\$582,547
b.) OJT	\$5,000	\$5,000	\$10,000
c.) Case Management	\$117,995	\$80,584	\$198,578
<b>OTHER EMPLOYABILITY</b>			
<b>2. SERVICES</b>	<b>\$229,191</b>	<b>\$156,608</b>	<b>\$385,799</b>
a.) ELT	\$100,844	\$68,907	\$169,752
b.) Other	\$128,347	\$87,700	\$216,047
<b>Services Subtotal</b>	<b>\$699,177</b>	<b>\$477,748</b>	<b>\$1,176,925</b>
<b>3. COUNTY ADMINISTRATION</b>	<b>\$79,590</b>	<b>\$54,383</b>	<b>\$133,973</b>
<b>TOTAL</b>	<b>\$778,767</b>	<b>\$532,131</b>	<b>\$1,310,898</b>

## V. Annual Service Plan

The Annual Service Plan (ASP) is a requirement of ORR to be completed at the start of each Federal Fiscal Year as a condition for the award of grant funds. The ASP reflects the current services provided to refugees in the county the total dollar amount to provide services to the eligible service population from the following ORR funding sources: the social service formula program (SS), the formula targeted assistance program (TAP), the targeted assistance discretionary grant (TAD), Services to Older Refugees (SOR), and other discretionary grants.

See Exhibit 3 to this Plan for the complete ASP for the County of San Diego.

## VI. Annual Outcomes Goal Plan

The Annual Outcomes Goal Plan (AOGP) is another requirement of ORR to be completed at the start of each Federal Fiscal Year (FFY). The AOGP requires the county to set service targets for the upcoming FFY aimed at improving upon the previous year's actual outcomes while maintaining a realistic approach to possible outcomes based upon knowledge of the local job market and economic environment. Other considerations include employability characteristics and/or limitations of the anticipated caseload for employment services and the various forces that impact a client's entering employment.

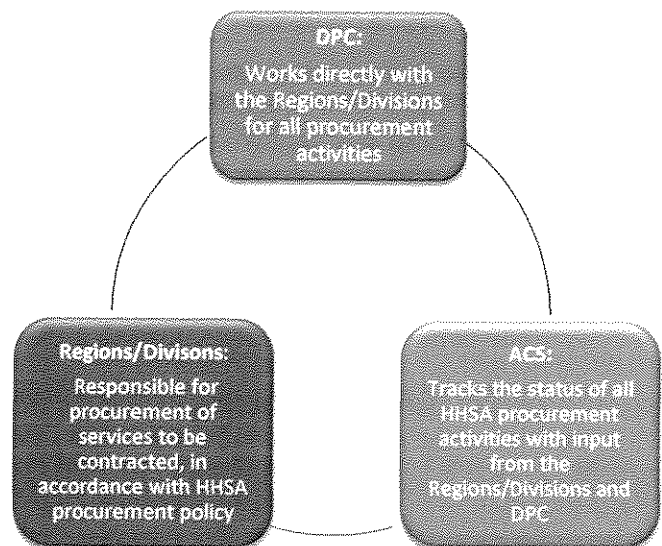
See Exhibit 4 to this Plan for the complete AOGP for the County of San Diego.

## VII. Appendices

### A. County Procurement Process

The County of San Diego provides RES through competitively procured contracts; the procurement and administration of contracts is done through the collaboration of the Department of Purchasing and Contracting (DPC), HHSA's Agency and Contract Support (ACS), and CAP.

The mission of DPC is to provide the most effective and efficient delivery of quality goods and services to County departments; the purchase of services is conducted in accordance with policies established by the County Board of Supervisors and conforms to federal regulations. The procurement policy includes a provision for determining that the services can be provided more economically and efficiently by an independent contractor than by County staff prior to contracting for services. ACS provides Agency-wide (HHSA) coordination and oversight of contracting processes.



The services and programs described within the RES Plan for Federal Fiscal Years 2017 - 2019 will be operationalized in County contracts with the service providers selected through the competitive procurement process or via criteria where exemptions and exceptions may be used as defined by the Board of Supervisors Policy A-87.

## **B. County Monitoring Process**

In accordance with HHSA's Contract Administrative Management policy, each Division has the overall responsibility for administering service contracts, including performance of required monitoring activities; contractor orientations; periodic meetings with provider groups; compliance and quality assurance monitoring of contract Statements of Work/Performance Work Statements/Statements of Outcomes provisions; and review and approval of contractor invoices. All functions are conducted in compliance with Agency and County standards and practices. Contract administration is aligned with the County's Strategic Planning and Operational Planning processes. Contract monitoring and control, which is essential for ensuring that the Agency receives what it pays for, is used to verify compliance with contract requirements. The County's Contracting Officer Representative (COR) within each division is responsible for their respective contracts; for the RES programs, this includes CAP, EO and BHS. ACS has the lead responsibility for fiscal audits of contractors, conducting special audits of contractors/contracts, and monitoring contractor compliance with insurance requirements.

At the start of each contract year, the COR completes a monitoring assessment and creates a monitoring plan specific to each contract. The monitoring plan contains the activities that will be conducted throughout the contract period to ensure that the contractor is in compliance with all contract requirements, services are being delivered at an acceptable level of quality, outcomes and objectives are on-track to be met, and the program is having the anticipated impact on the target population. The monitoring plan outlines the extent of monitoring, the level, the method that will be used to monitor a contract, and how the activity will be documented.

CAP staff collects and analyzes the data and information that is submitted by all RES funded services providers to ensure accuracy and validity; this data and information is used to complete all required RPB reports and data requests. While the monitoring for the WTW contracts is conducted by EO, CAP completes an additional monitoring visit each year to specifically review a sample of refugee participant casefiles to ensure that all RES requirements for eligibility and documentation are being met.

### **CDSS County Guidelines**

The County of San Diego assures that it will comply with the reporting requirements detailed on Page 18 and 19 of the CDSS County Guidelines, pertaining to frequency of monitoring, submission of reports, 90 day follow-ups on employed participants, and corrective action related to program deficiencies (See Section 2 A. V c).

## **VIII. Required Assurances**

The County of San Diego assures that the 2017-2019 RES Plan was developed in accordance with:

- California Department of Social Services Manual of Policies and Procedures:
  - Refugee Resettlement Program Regulations – Division 69-200
  - Cuban/Haitian Entrant Program – Division 69-300
  - Purchase of Services Regulations – Division 23-600
- Code of Federal Regulations – Title 45 – Public Welfare:
  - Refugee Resettlement Program – 45 CFR Part 400
  - Cuban/Haitian Entrant Program – 45 CFR Part 401
  - Uniform Administrative Requirements – 45 CFR Part 74
  - Federal Procurement Standards – 45 CFR Part 92

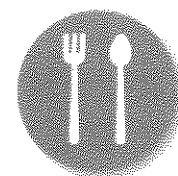
# County of San Diego Refugee Employment Services



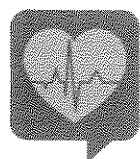
Refugees arrive in San Diego – they are met by one of four local Resettlement Agencies (RAs) for Reception and Placement Services.



The RAs ensure that basic needs are met, and knowledge and skills are built so clients may focus on finding employment, adjusting to life in the US, and becoming self-sufficient.



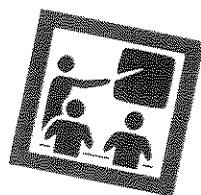
(30 – 90 days of support)



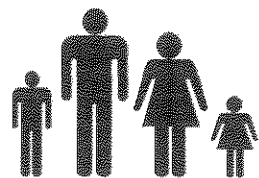
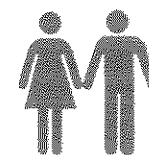
Within the first 30 days of arrival, refugees receive screening and health services from the Refugee Health Assessment Program.



Families without children are referred to Wilson Fish (WF). WF provides employment services, social and acculturation services, and case management (for up to 60 months of services) – along with Refugee Cash Assistance for up to 8 months.



Families with children are referred to the County for public assistance including CalWORKs (up to 48 months of services), Medi-Cal, and CalFresh.



Refugees eligible for the CalWORKs Welfare to Work (WTW) program are referred to County service providers for employment services. Those that are not eligible for WTW, or those that self-refer & remain non-aided are also eligible for services for up to 60 months from date of entry.



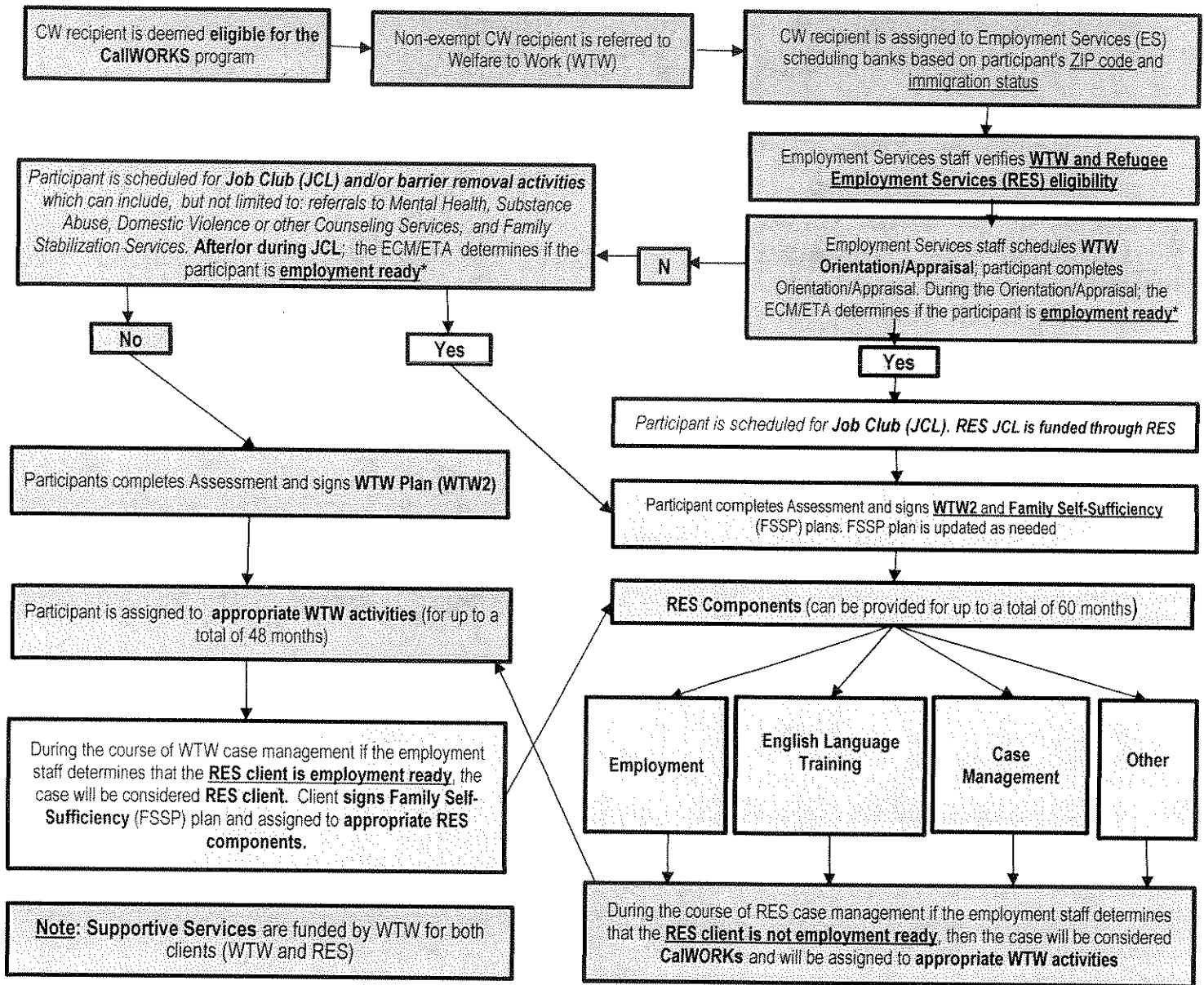
Single cases without children are referred to the County for public assistance including Medi-Cal and CalFresh.

- California Department of Social Services County Refugee Program Guidelines
- California Welfare and Institution Code Section 10850 – Confidentiality of Record

#### **IX. County Board of Supervisors Resolution**

The CAP team submitted this RES Plan for County Board of Supervisors (BOS) review and approval at the August 2, 2016 BOS meeting; see Exhibit 5 for the completed Resolution.

County of San Diego  
Refugee Employment Services and Welfare-to-Work Participation Flowchart



\*Employment Ready: As defined by 45 CFR 400.154 (a, c, d, and e) and at the discretion of the Employment Services staff

**Funding Sources:**

RES  
WTW

**RES Employment Components Defined:**

**Employment:** development of a family self-sufficiency plan and individual employment plan; job orientation; job clubs; career oriented workshops (interviewing, resume writing, etc); job development, search, referral, placement and follow-up; employment assessment services (aptitude and skills testing); On-the-Job training; vocational training.

**English Language Training:** Vocational English Language Training (includes job focused lessons, financial literacy and acculturation to the US employment norms and customs), or ESL in conjunction with other employment activities (it cannot be a stand-alone service)

**Case Management:** contains at a minimum, a comprehensive assessment, an individually tailored plan, and the elimination of barriers (via supportive services funded through CalWORKs)

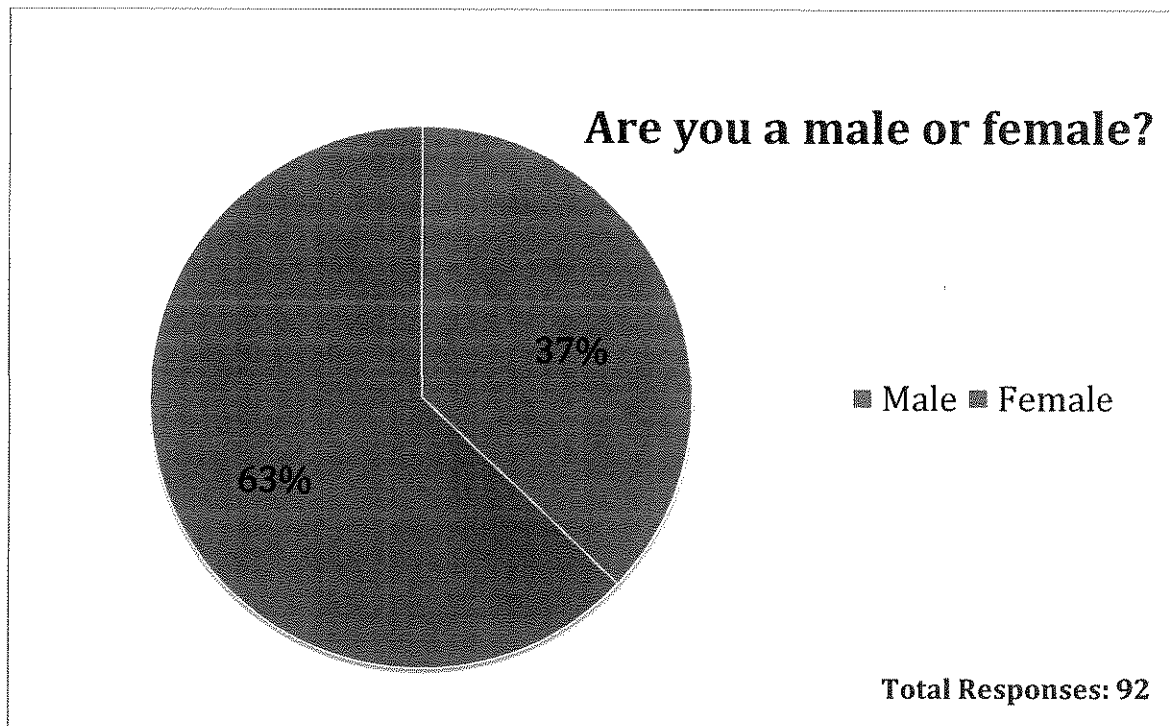
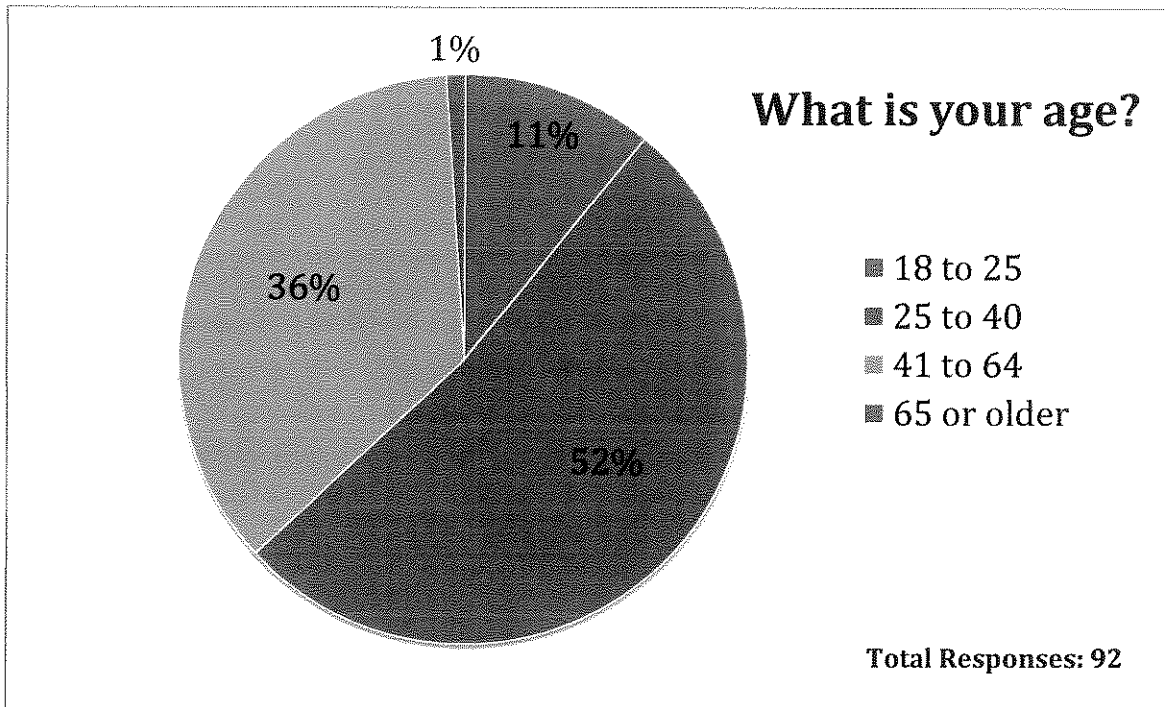
**Other:** Information and referral services; outreach services; translation and interpretation services; social adjustment services; work experience.

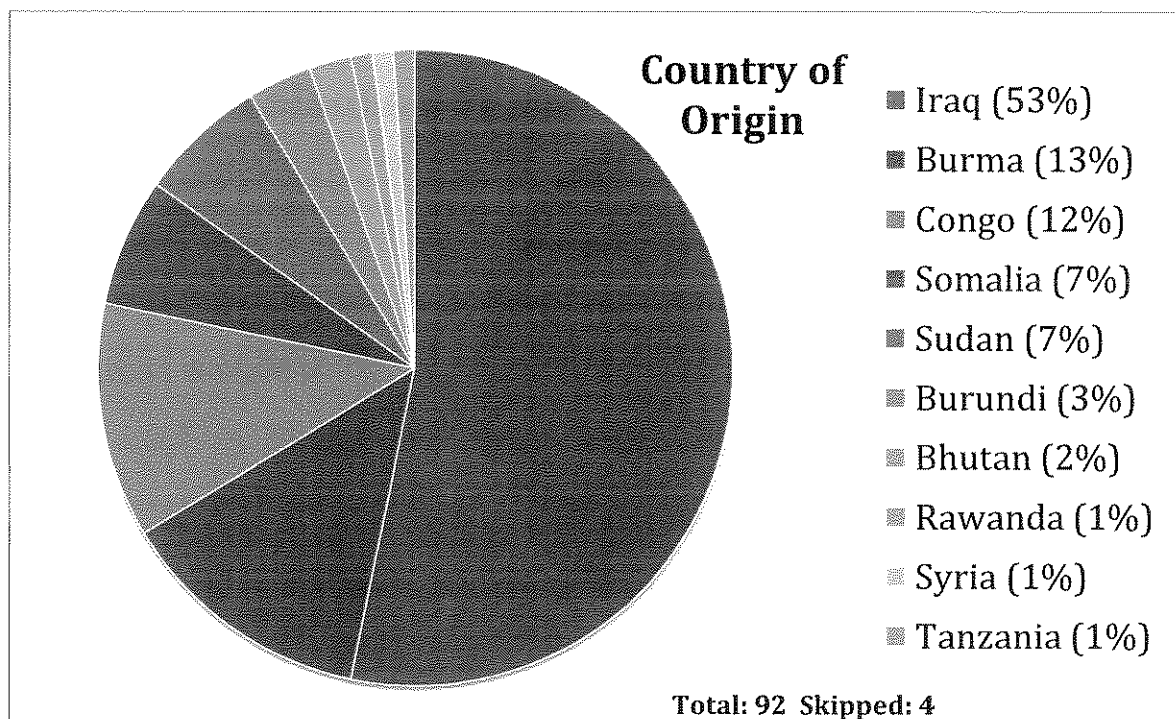
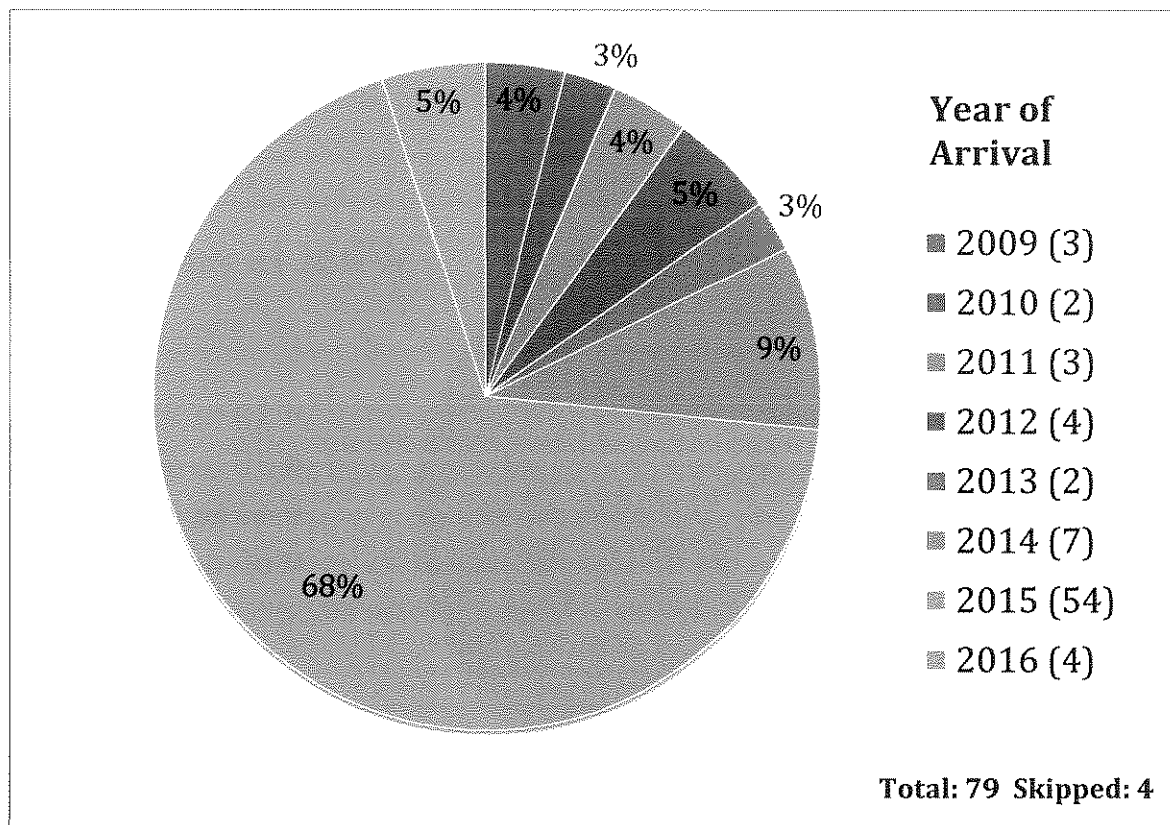




*Client Survey Results*Demographics

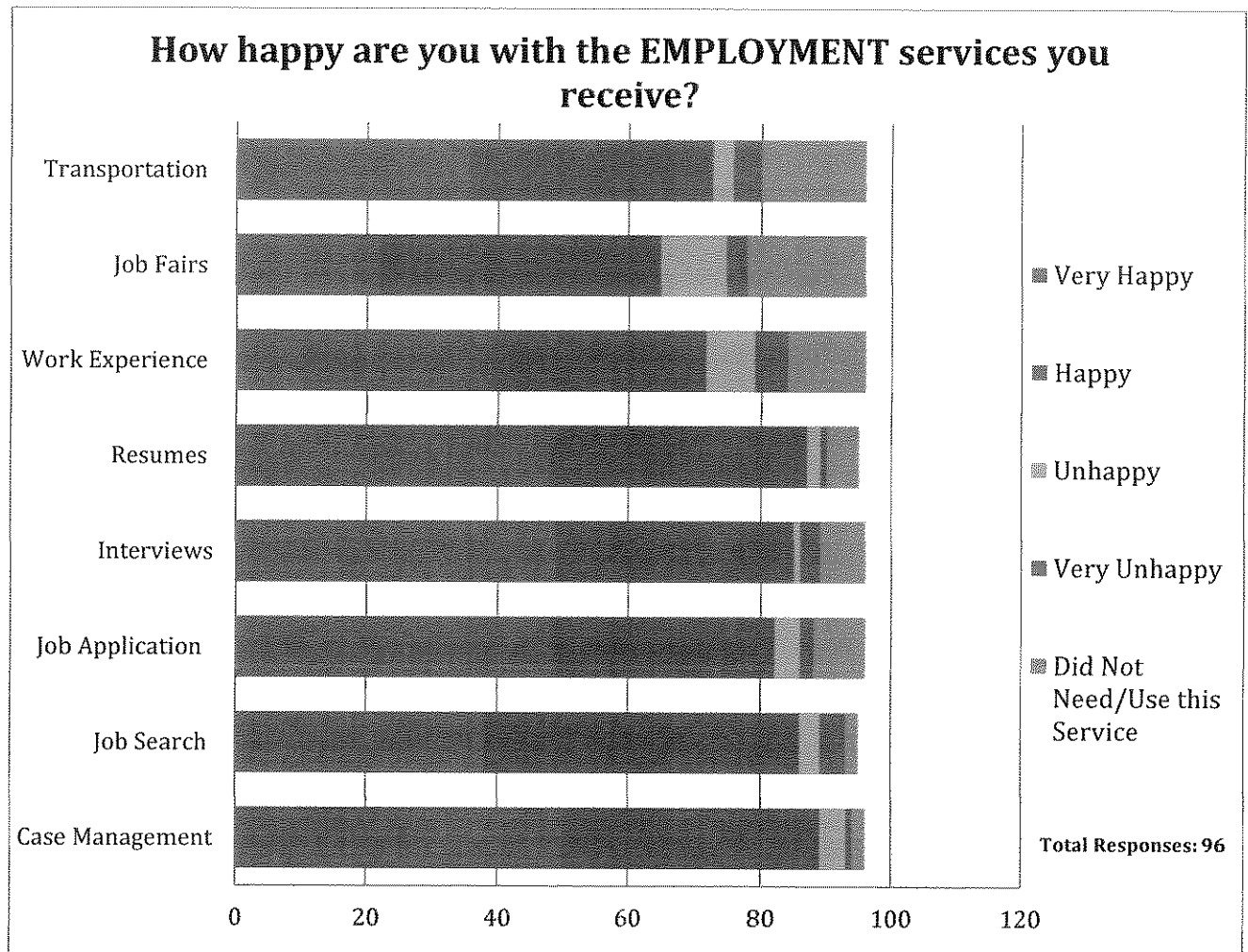
Respondents were asked to provide demographic data to help identify who was responding to the survey; below are charts representing the responses of the 96 survey participants.

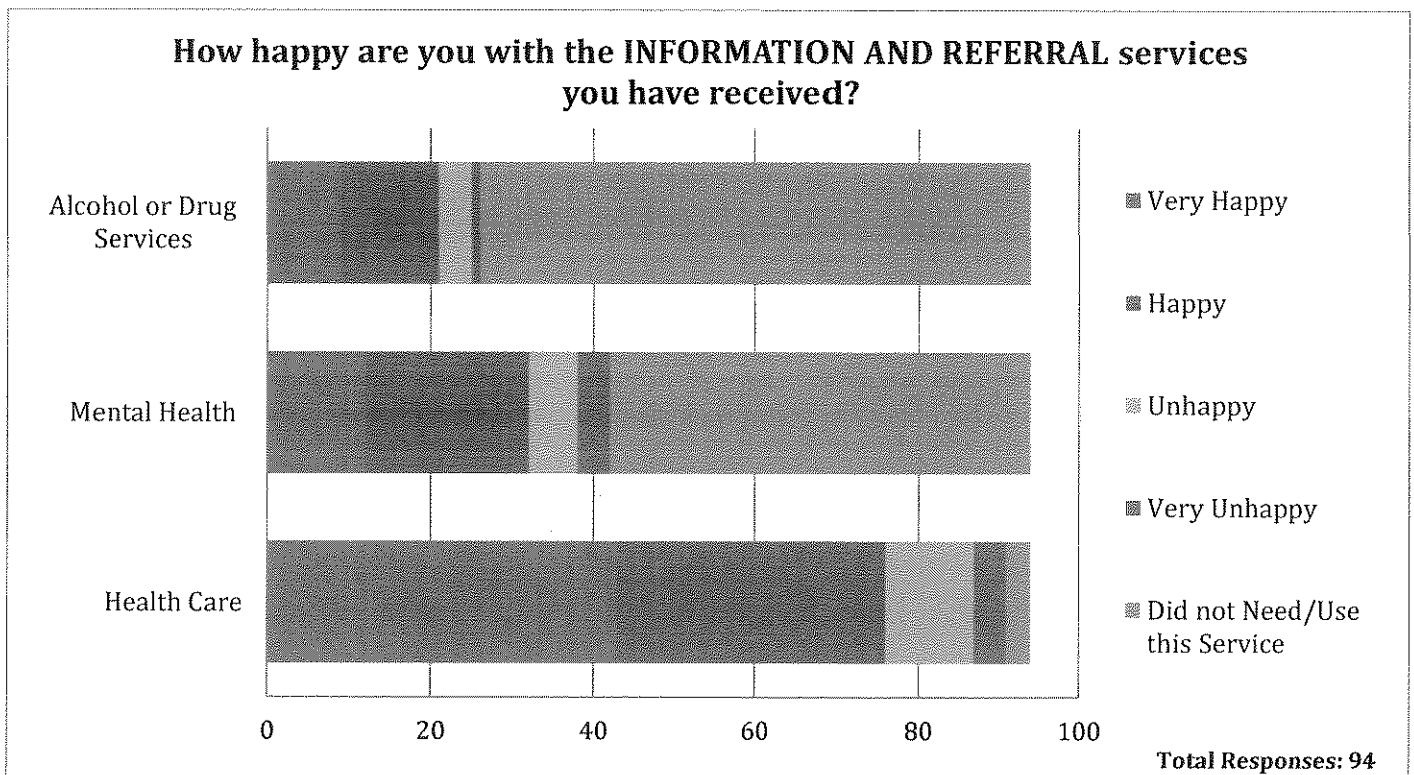
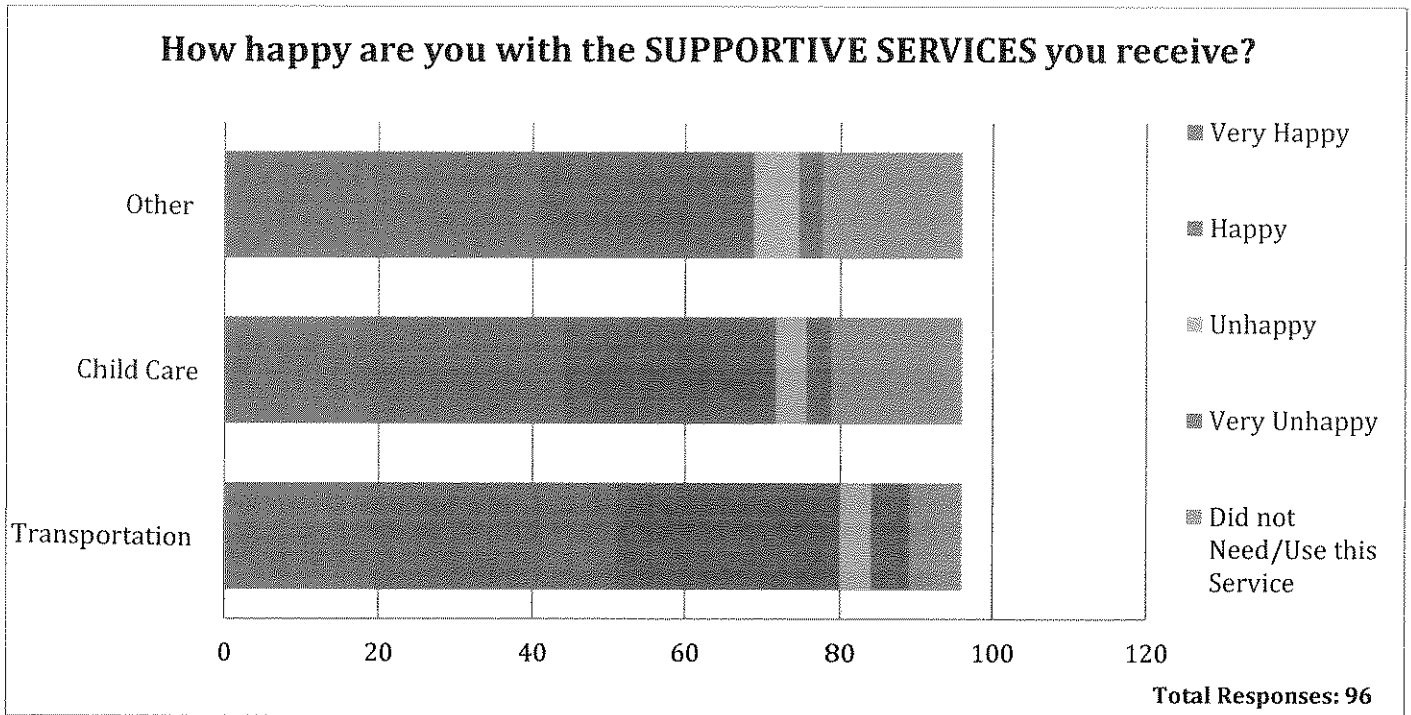




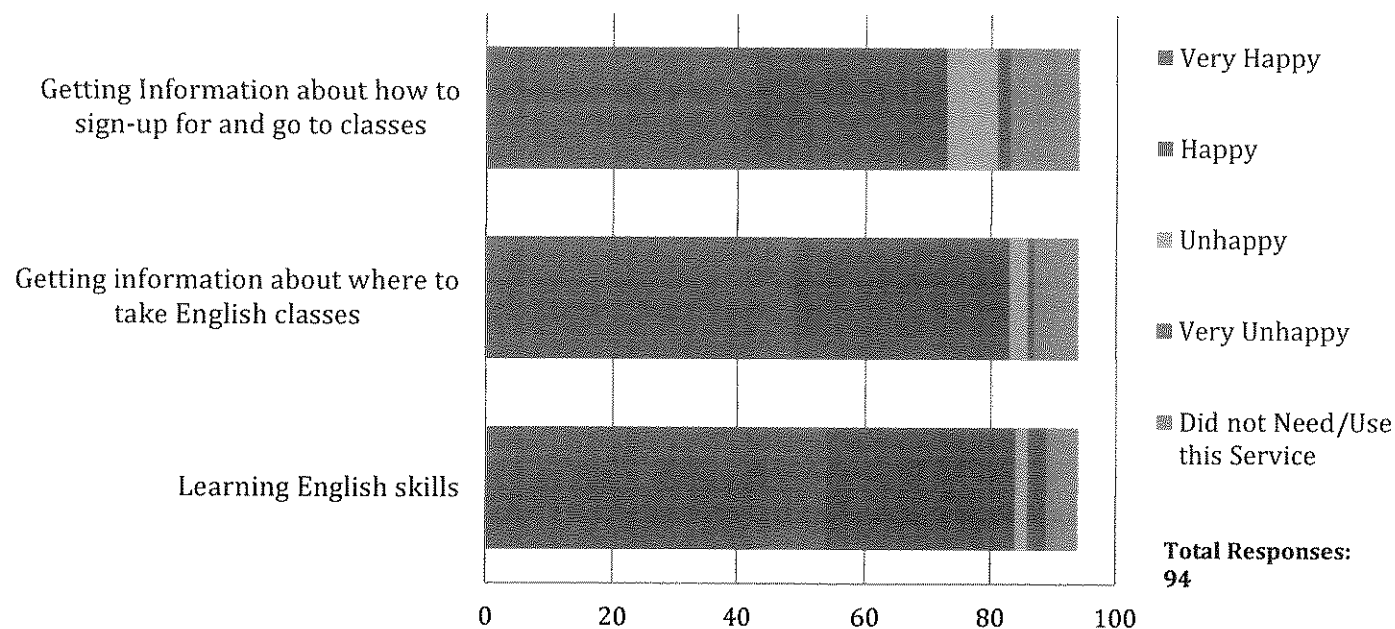
Satisfaction of Services and Top Services

The following set of questions asked each client what their satisfaction level is/was for various employment services they have received or were currently receiving ; clients could rate their satisfaction as “very happy”, “happy”, “unhappy”, “very unhappy”, or “did not need or use this service”.

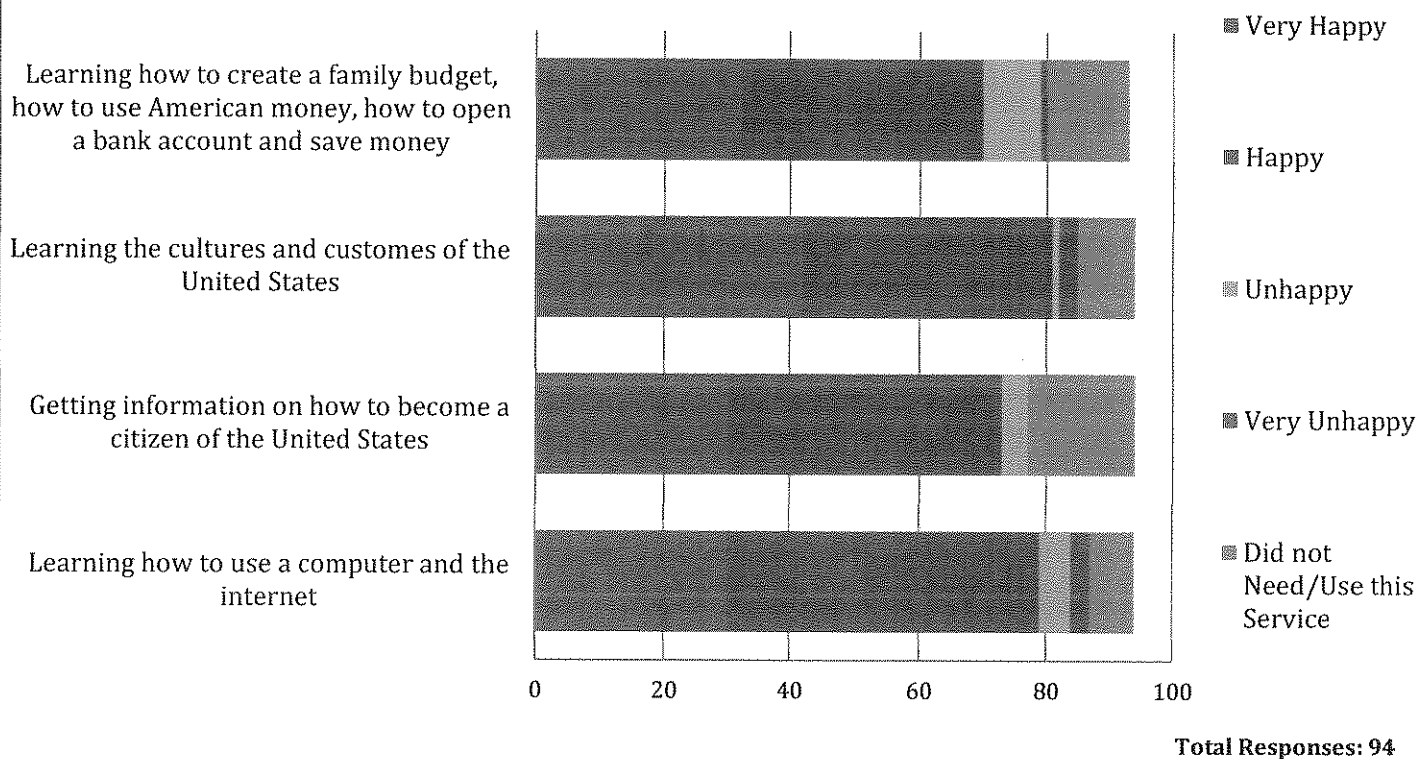




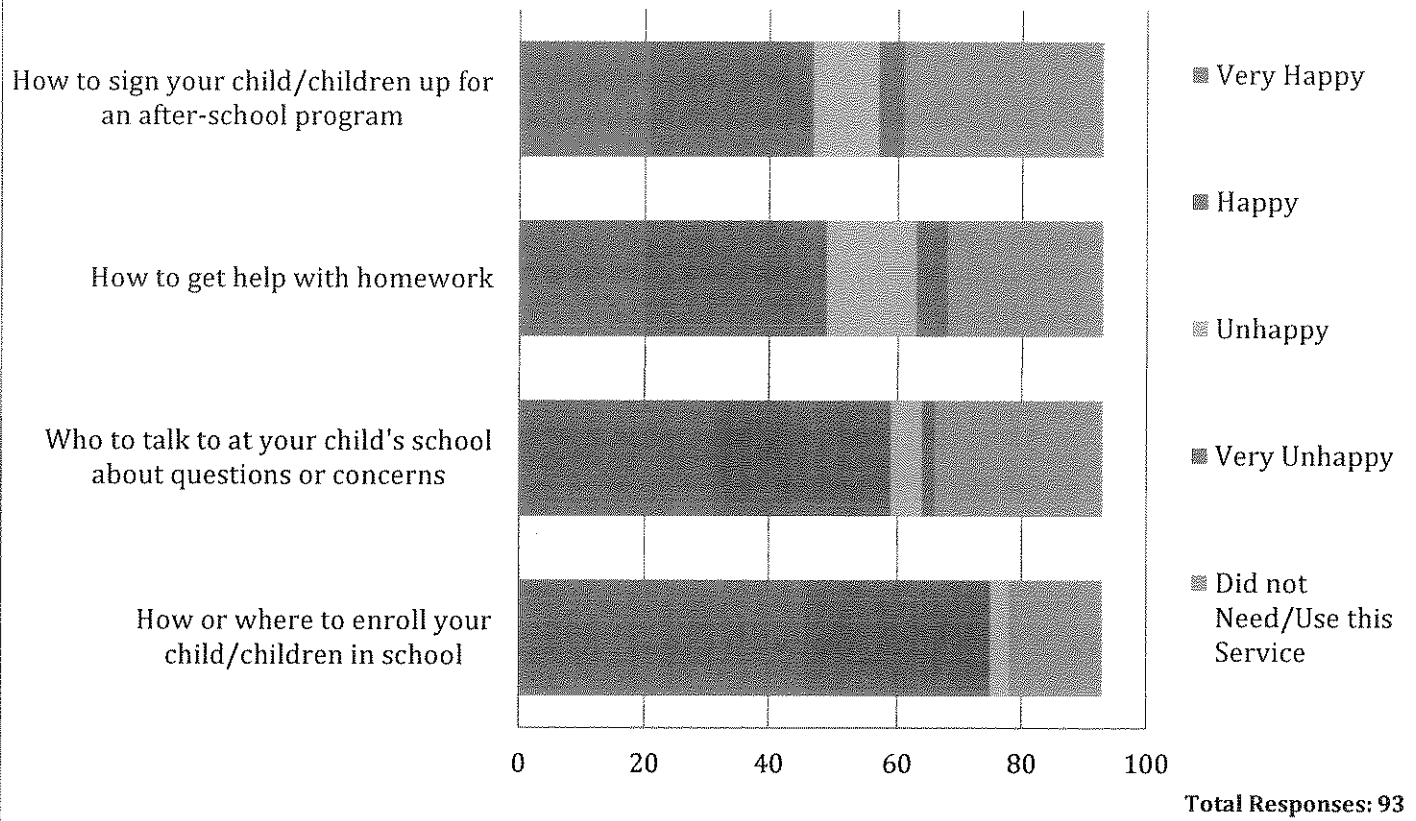
### How happy are you with the ENGLISH LANGUAGE SERVICES you have received?



### How happy are you with the OTHER NEEDS services you received?

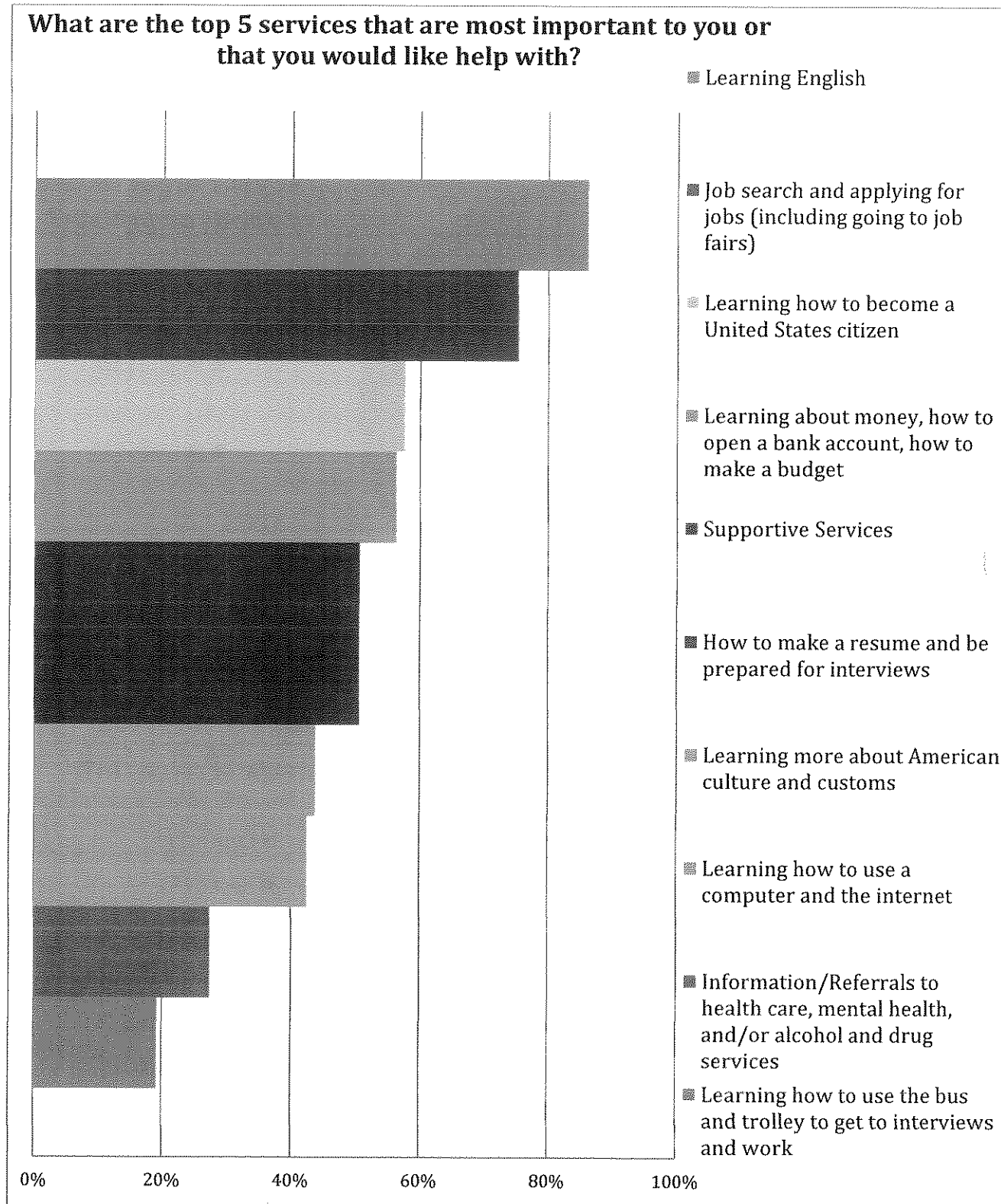


### How happy are you with the information/assistance you received about SCHOOLS?



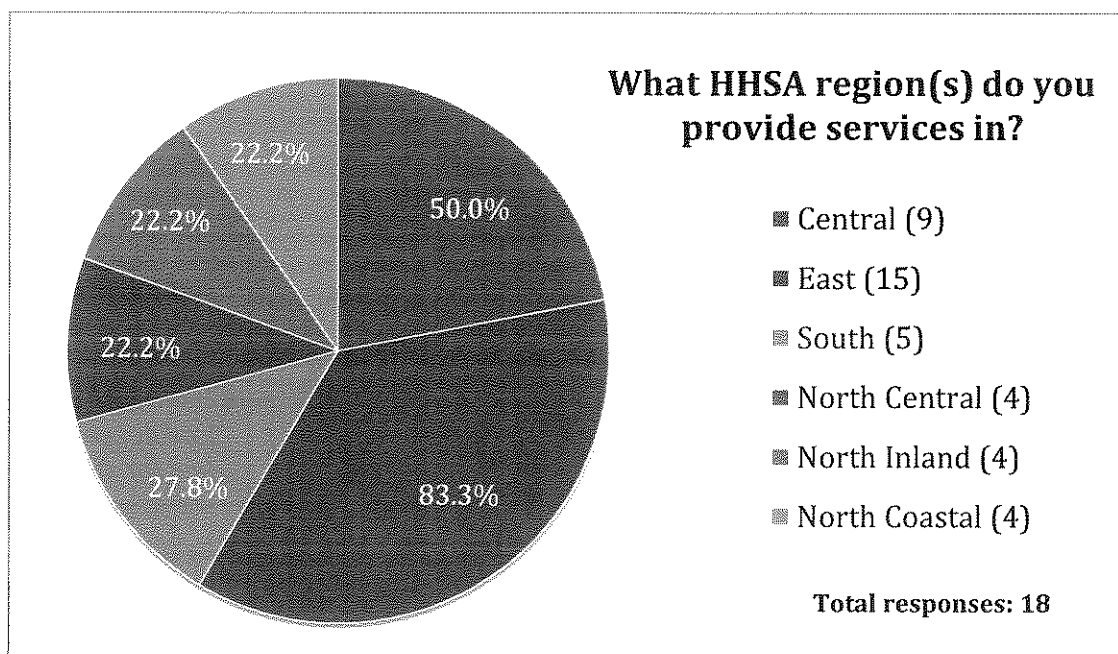
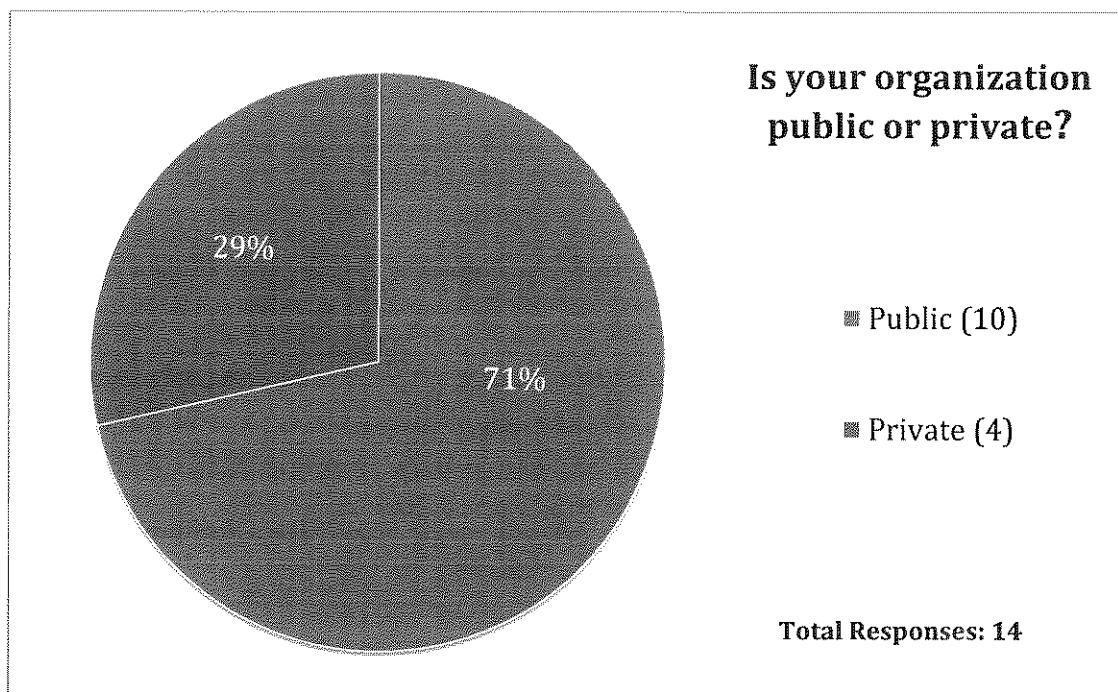


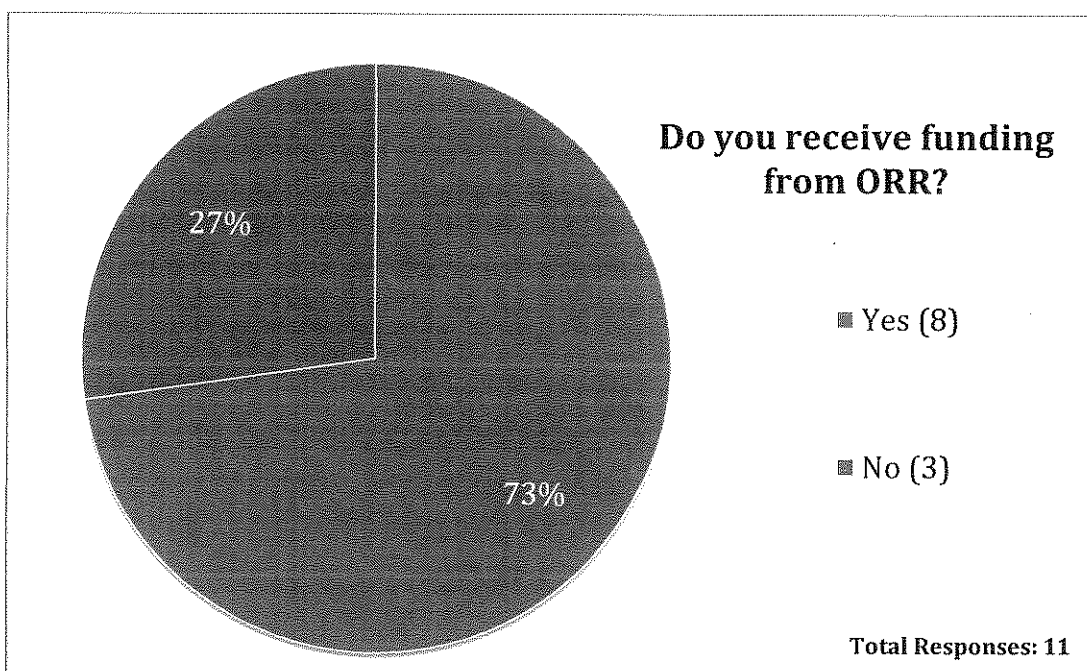
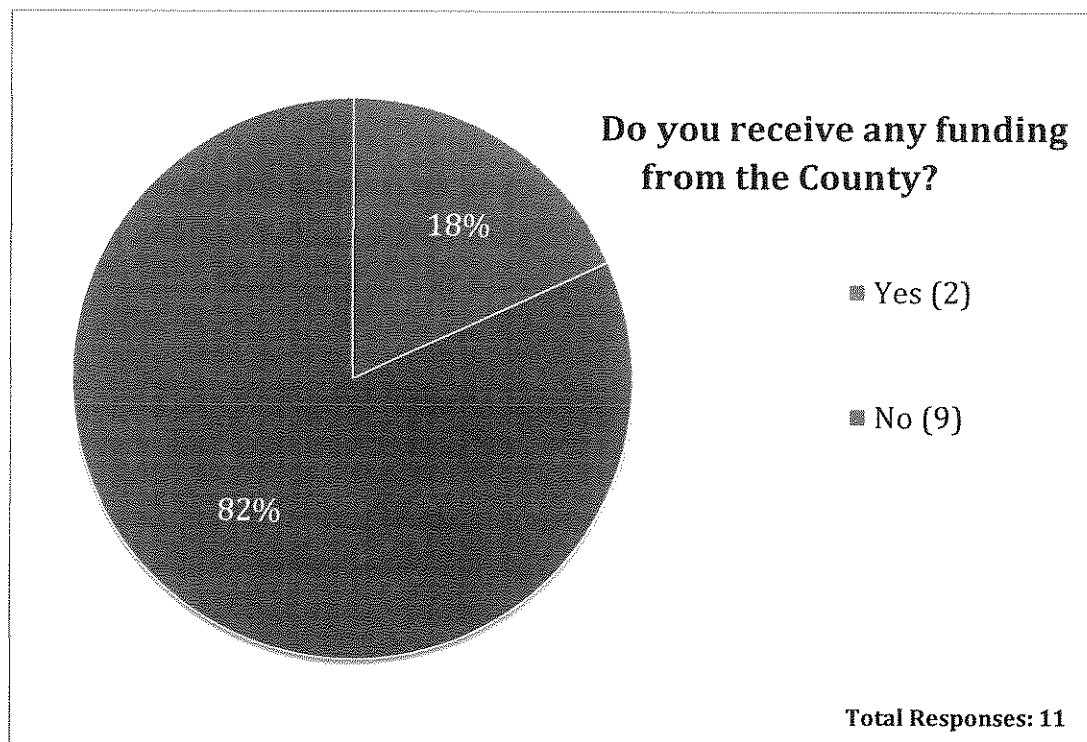
Finally, clients were asked to rate the top 5 services that are most important to them or that they would like assistance with. The chart below shows the results of that question.



*Community and Service Provider Survey Results*Demographics

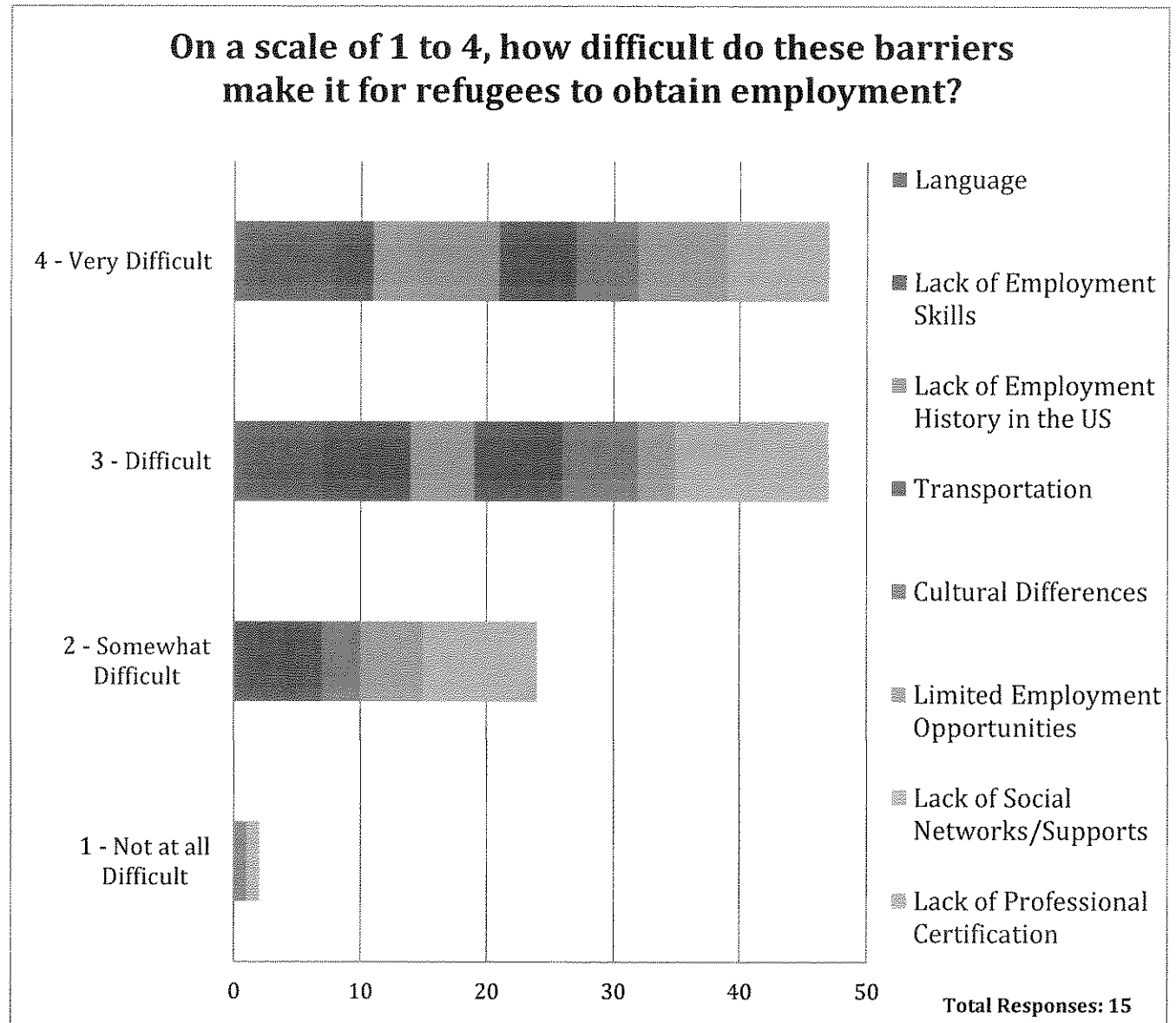
Respondents were asked to provide demographic data to help identify who was responding to the survey; below are charts representing the responses of the 26 survey participants.





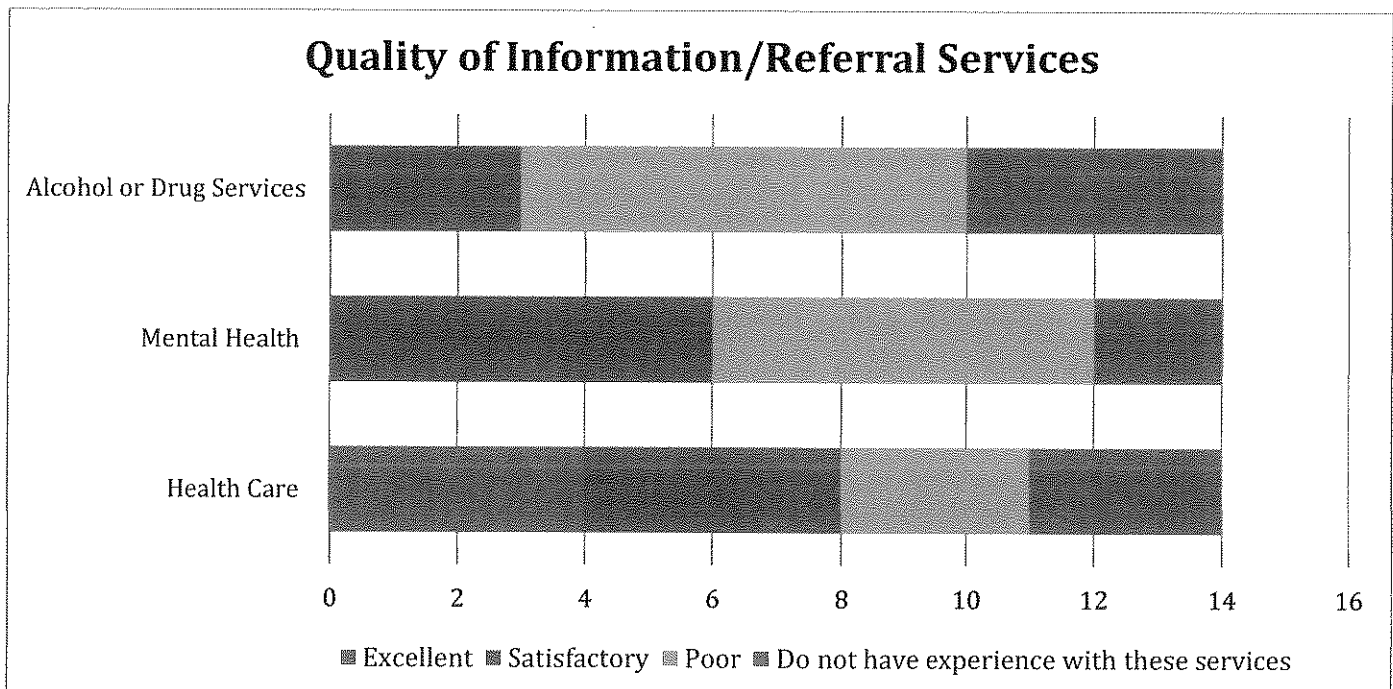
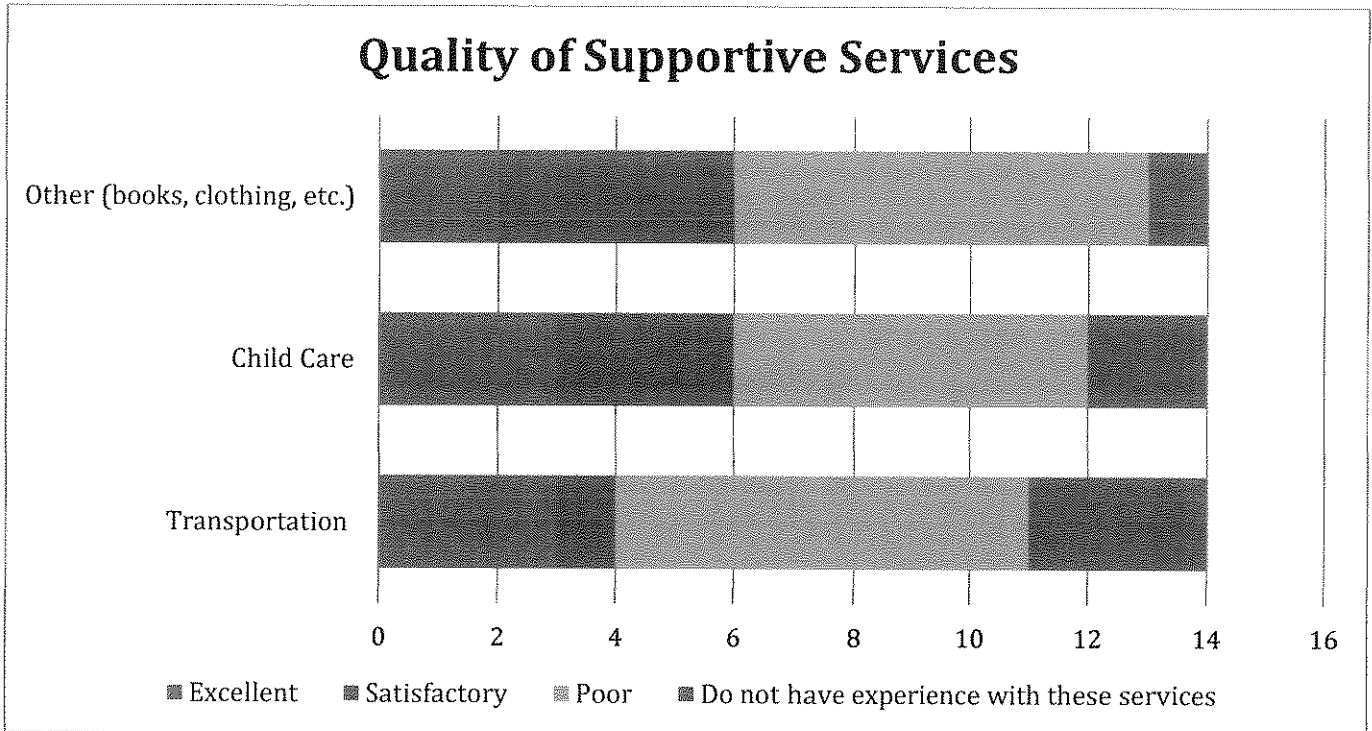
Barriers

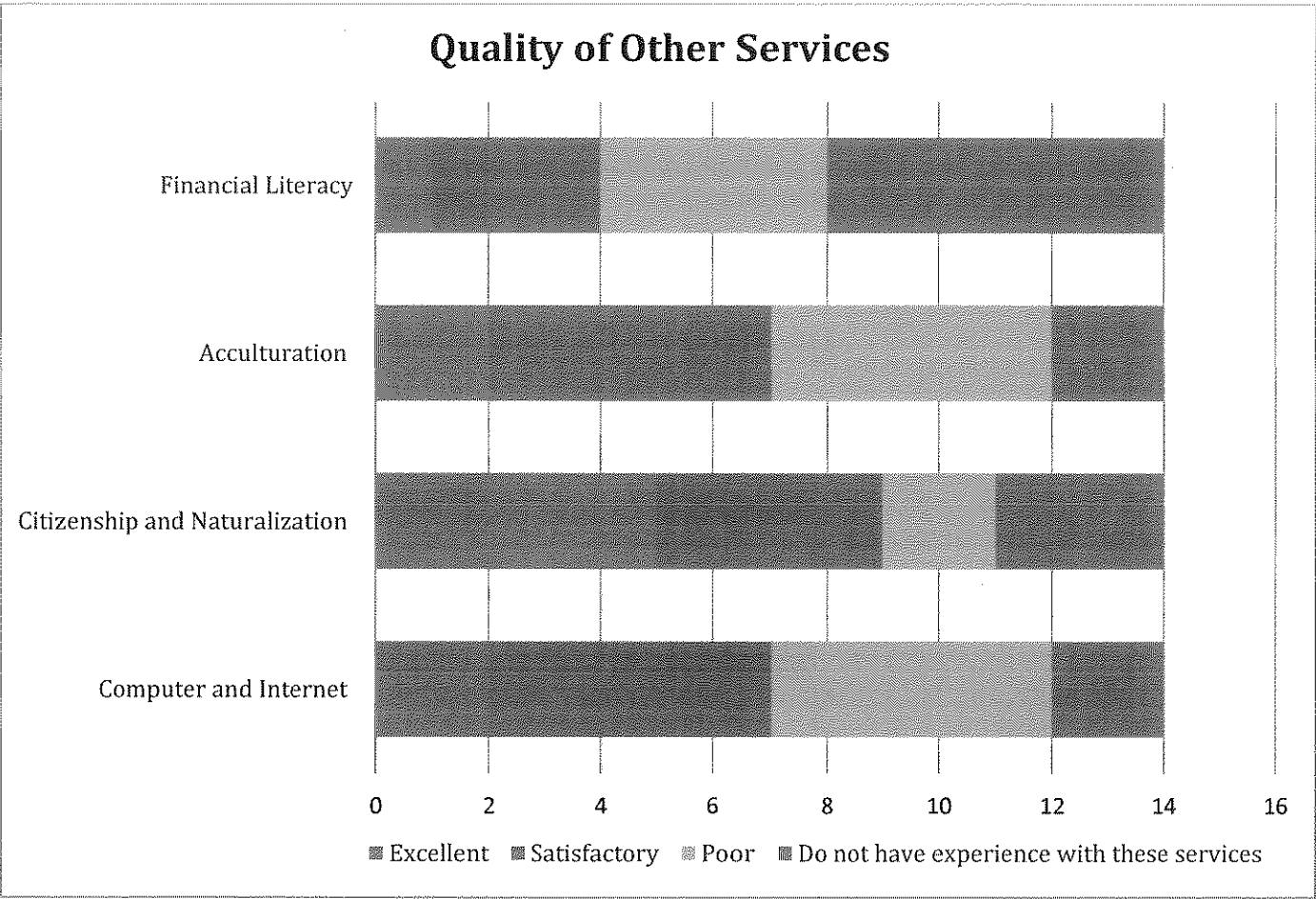
Respondents were asked to rate the how difficult the following barriers were for refugees trying to obtain employment on a scale from 1 to 4, with 1 being “not at all difficult”, 2 being “somewhat difficult”, 3 being “difficult”, and 4 being “very difficult”. The graph below shows results of this question.



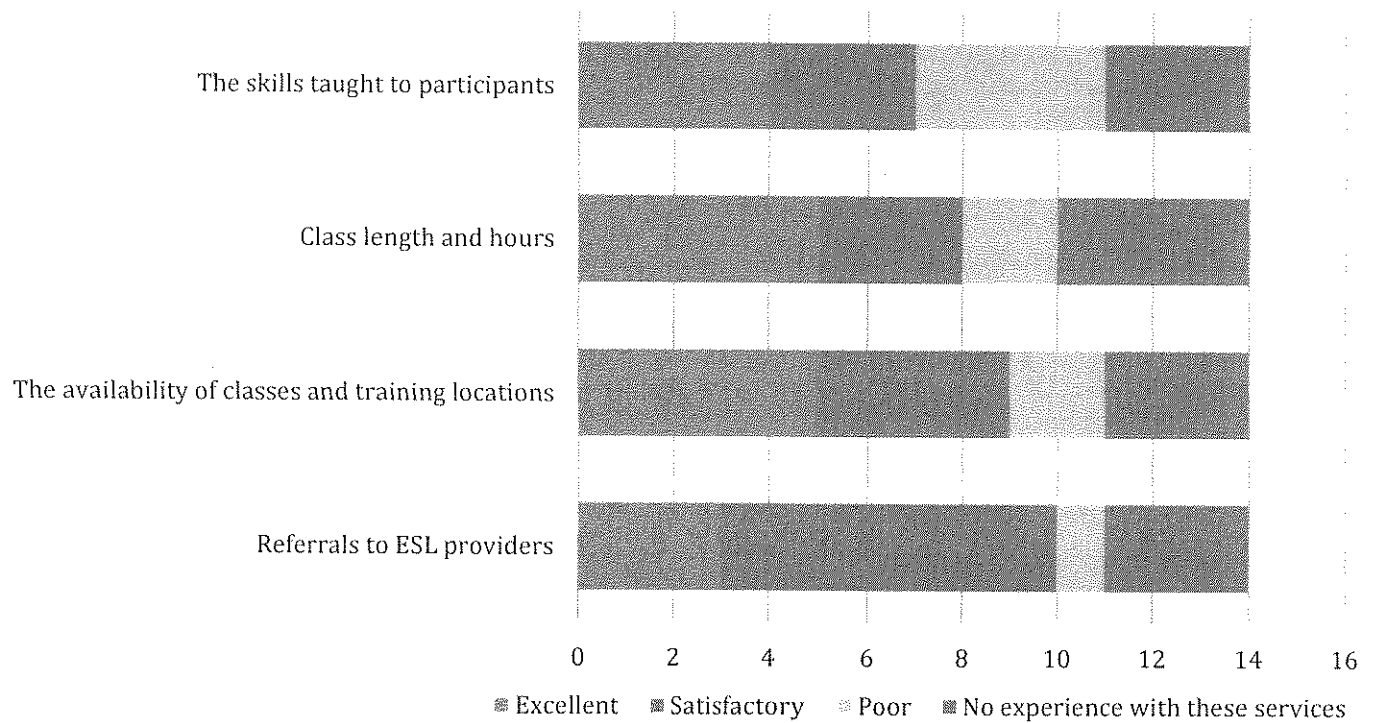
Satisfaction of Services

The following set of questions asked each respondent to rate their satisfaction level is/was for various employment services refugees currently receive in San Diego County; respondents could rate their satisfaction as “excellent”, “satisfactory”, “poor”, or “do not have experience with these services”.

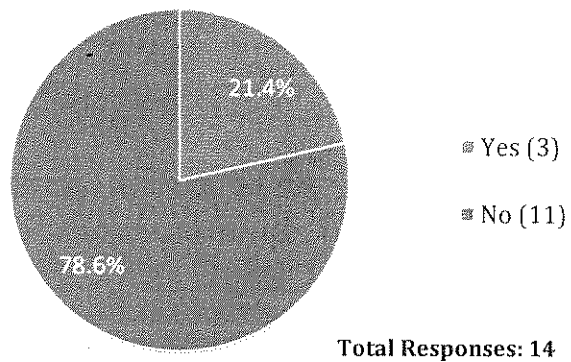




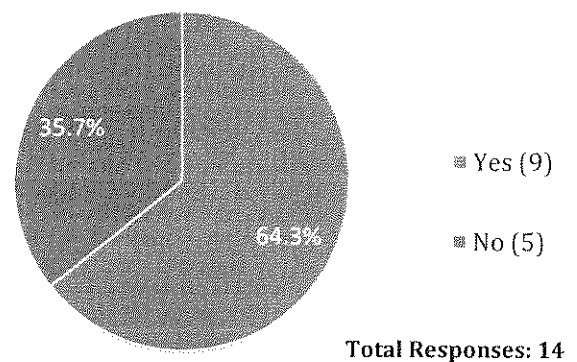
### Quality of English-as-a-Second Language Services



#### Are you an ESL service provider?



#### Do you refer clients to ESL classes?











**ANNUAL OUTCOME GOAL PLAN  
FY 2017  
PERFORMANCE GOALS AND ACTUALS**

State or County:		San Diego (Revised)					
		FY 2016 GOAL		FY 2016 ACTUAL		FY 2017 GOAL	
1. Caseload							
TANF Recipients		2,450		2,284		2,600	
RCA Recipients		0		0		0	
No Federal Cash Assistance		0		0		0	
Total		2,450		2,284		2,600	
2. Entered Employment							
Full Time		215	20%	226	20%	310	22%
Part Time		885	80%	887	80%	1,085	78%
Total		1,100	45%	1,113	49%	1,395	54%
2a. TANF Recipients Entered Employment							
Full Time		215	20%	226	20%	310	22%
Part Time		885	80%	887	80%	1,085	78%
Total		1,100	100%	1,113	100%	1,395	100%
2b. RCA Recipients Entered Employment							
Full Time		0		0		0	
Part Time		0		0		0	
Total		0	0%	0	0%	0	0%
2c. No Federal Cash Assistance Entered Employment							
Full Time		0		0		0	
Part Time		0		0		0	
Total		0	0%	0	0%	0	0%
Cash Assistance Recipients Placed In Employment							
		1,100		1,113		1,395	
3. Federal Cash Assistance Terminations							
TANF Recipients		120	100%	62	100%	91	100%
RCA Recipients		0	0%	0	0%	0	0%
Total		120	11%	62	6%	91	7%
4. Federal Cash Assistance Reductions							
TANF Recipients		635	100%	291	100%	375	100%
RCA Recipients		0	0%	0	0%	0	0%
Total		635	58%	291	26%	375	27%
5. Entered Full Time Employment Offering Health Benefits							
TANF Recipients		12	100%	81	100%	114	100%
RCA Recipients		0	0%	0	0%	0	0%
No Federal Cash Assistance		0	0%	0	0%	0	0%
Total		12	6%	81	36%	114	37%



**ANNUAL OUTCOME GOAL PLAN  
FY 2017  
PERFORMANCE GOALS AND ACTUALS**

State or County: San Diego (Revised)

FY 2016  
GOAL

FY 2016  
ACTUAL

FY 2017  
GOAL

**6. Average Hourly Wage of Refugees Entering Full Time Employment**

\$ 10.00

\$ 10.48

\$ 10.79

**7. 90-Day Retention Rate**

Percentage 97%

89%

89%

**7a. 90-Day Retention Rate Calculator**

Unduplicated #  
of Retentions

Unduplicated #  
of Entered  
Employments

Total 960

1,075

The previous actual Retention Rate is calculated by dividing the total unduplicated number of retentions by the total unduplicated number of entered employments from July of the previous CY through June of the current CY.

**8. Office of Refugee Resettlement Funding**

	FY 2016 Actual	FY 2017 Proposed
Social Services Formula Funding	\$ 2,165,821	\$ 1,766,356
Targeted Assistance Formula Funding	\$ 799,416	\$ 557,962
Discretionary Grant Funding	\$ 126,967	\$ -
Total Liquidated Funding	\$ 3,092,204	\$ 2,324,318
Cost per Entered Employment	\$ 2,778.26	\$ 1,666.18

**Agency Point of Contact**

Please provide the name, title and contact information for the agency staff person best equipped to respond to questions regarding your Annual Outcome Goal Plan submission.

First and Last Name

Title

Maggie Fenn

Program Manager

Telephone Number

Email

619-338-2762

maggie.fenn@sdcounty.ca.gov

**Deadline for submission**

The completed FY 2017 Annual Outcome Goal Plan: Performance Goals and Actuals and Performance Narrative should be submitted via email to [GPRA@ACF.hhs.gov](mailto:GPRA@ACF.hhs.gov) by **November 15, 2016**.

**For Office of Refugee Resettlement use only:**

Date submitted: \_\_\_\_\_

Submission type: ☐ Initial ☐ Revision

Status: ☐ Approved ☐ In process - clarification needed



**OFFICE OF REFUGEE RESETTLEMENT**  
**ANNUAL OUTCOME GOAL PLAN**  
***Performance Narrative***

State or County: County of San Diego

1. Did the FY [previous year] Actual Caseload meet or exceed the proposed FY [previous year] Goal?

☒ Yes ☐ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

The caseload goal for Federal Fiscal Year (FFY) 2015-16 was based on historical arrivals data in San Diego County and the increase in arrivals slated to resettle in the United States (U.S.) in 2016-17. Arrival numbers increased significantly in the last three months of this FFY resulting in the county seeing the highest number of arrivals since FFY 2008. New arrivals consist mostly of large families (over half of total arrivals were children) and Syrian refugees who are not employment ready so they have not been added to the refugee employment services caseload at this time.

2. Did the total FY [previous year] Actual percentage for Entered Employment meet or exceed the proposed FY [previous year] Goal?

☒ Yes ☐ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

San Diego County's entered employment rate increased from 45 to 49 percent. The majority of placements were in hospitality, light manufacturing, retail, restaurant/food services, and security. According to the Employment Development Department, the overall unemployment rate in San Diego County has increased slightly from 4.6 in September 2015 to 5.0 in September 2016.

3. Did the total FY [previous year] Actual percentage for Federal Cash Assistance Terminations meet or exceed the proposed FY [previous year] Goal?

☐ Yes ☒ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

More refugee clients in San Diego County accept part-time over full-time positions which resulted in fewer terminations. Twenty percent of those placed in FFY 15-16 were full-time, compared to 17 percent in the previous FFY.

4. Did the total FY [previous year] Actual percentage for Federal Cash Assistance Reductions meet or exceed the proposed FY [previous year] Goal?

☐ Yes ☒ No



If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

Cash reduction goals were based on a higher number of refugee clients that reduced their cash assistance last FFY. This number dropped this year because positions tend to be minimum wage, entry-level jobs that do not result in reductions or terminations of public assistance benefits. Service providers continue to stress the importance of securing full-time employment, regardless if public assistance benefits are reduced or not.

5. Did the total FY [previous year] Actual percentage for Entered Full Time Employment Offering Health Benefits meet or exceed the proposed FY [previous year] Goal?

☒ Yes ☐ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

San Diego County met this goal; however, the number is low because refugees prefer part-time over full-time positions and many CalWORKs refugees utilize Medi-Cal and/or Affordable Care Act health benefits. However, the county is placing more refugees at employers such as Tyson Farms, Hilton, and other hotels that do offer health benefits.

6. Did the FY [previous year] Actual Average Hourly Wage for Refugees Entering Full Time Employment meet or exceed the proposed FY [previous year] Goal?

☒ Yes ☐ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

The minimum wage in San Diego increased from \$9.75 to \$10.50 on July 1 of this year which contributed to a higher average hourly wage of \$10.48. A significant number of clients are also finding employment in positions that pay over the minimum wage.

7. Did the FY [previous year] Actual 90-Day Retention Rate meet or exceed the proposed FY [previous year] Goal?

☐ Yes ☒ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

Eighty nine percent of refugee clients retained employment past 90 days. While the goal of 97 percent was not met, a large number of refugee clients are finding lasting positions. A number of refugees were hired for seasonal positions over the busy summer months, but transportation challenges made retention difficult. Employment positions with early start or late end times make finding public transportation difficult. Providers continue to develop alternatives to public transportation such as carpools or ride shares.

8. What further information do you feel is helpful in explaining overall program performance?

While the current unemployment rate in San Diego is at 5 percent, the unemployment rate in El Cajon where most refugees live was 7.2 percent. Nearly 80 percent of the refugee population lives within the City of El Cajon in a strong community of Iraqi residents and a growing community of Pakistani, Afghani, and more recently Syrian clients. Refugees are comfortable in this community and prefer to remain there even though employment opportunities are not plentiful.

The International Rescue Committee (IRC) reports that refugee parents, especially mothers, are reluctant to work shifts that require childcare. IRC staff work with clients to identify in-home childcare providers that the family feels comfortable with. Additionally, the IRC is currently revising its Women in Action and Women's Club curriculums to assist refugee mothers transition to employment.

The WTW service provider, Public Consulting Group, conducted a series of employment resource events that provided individualized support to help participants find jobs they were interested in, update resumes, develop an elevator speech, and practice interview skills. Targeted search and preparation allows refugees to feel confident going into interviews.

9. What information do you feel could be helpful in explaining FY [current year] goals?

Goals for the current year were aligned with outcomes from the previous year, but adjusted for the increase of refugee arrivals. However, goals were not increased drastically since over half of arrivals are children who will not add to the overall caseload. Additionally, the large number of Syrian refugees who have arrived present a great deal of trauma and need additional services (physical, emotional, language, and employment related) prior to being employment ready; the county anticipates this trend will continue and therefore will not immediately increase the overall caseload.

Many providers are reporting that there is a noticeable difference in the amount of trauma that Syrians are presenting. One county contractor, the National Conflict Resolution Center, reported that Syrians visibly struggle to acclimate here; because of this, the county anticipates that participation in the refugee employment program may slow over the first trimesters of this FFY.

10. How can the Annual Outcome Goal Plan forms or process be improved to better serve your program in effectively and efficiently reporting performance outcomes?

The in-person meeting/training in September was a great opportunity to get into the mind-set of upcoming reports and refresh the information.



County of San Diego Refugee Employment Service Providers List  
for FFY 2016-2017

Service Provider:	Arbor/ResCare E&T, LLC.	Public Consulting Group, Inc.	UPAC	International Rescue Committee (IRC)	National Conflict Resolution Center	Community Health Improvement Partners
<b>Program Description</b>	Employment and Case Management services to Welfare-to-Work (WTW) clients and non WTW clients if requested	Employment and Case Management services for WTW clients and non WTW clients if requested	Outreach and engagement for health prevention, peer support and transportation - intergenerational/elderly focused	Vocational English as a Second Language Program - with employment focus	Work Readiness Exchange Program	Resident Leadership Academy and Community Assessment
<b>Main Contact</b>	Stacia Peters	Jessica Skidmore	Agnes Hajek	Erica Bouris	Steve Dinkin	Dana Richardson
<b>Title</b>	Project Director	Program Director	Program Manager	Deputy Director	President/Director	Vice President
<b>Address</b>	1750 Fifth Avenue, 2nd Floor San Diego, CA 92101	151 Van Houten Avenue El Cajon, CA 92020	200 N. Ash Street, Suite 100 Escondido, CA 92027	5348 University Avenue, Suite 108 San Diego, CA 92105	625 Broadway Suite 1221 San Diego, CA 92101	5095 Murphy Canyon Road, Suite 105 San Diego, CA 92121
<b>Phone Number</b>	(619) 321-1881	(619) 270-4137	(760) 233-1984 xt. 202	(619) 641-7510	(619) 238-2400	(858) 609-7968
<b>Email</b>	stacia.peters@rescare.com	gong@pcgus.com	ahajek@upacsd.com	Erica.Bouris@rescue.org	sdinkin@nrconline.com	d Richardson@sdchip.org
<b>Refugee Aid Type</b>	CalWORKs/Public Assistance	CalWORKs/Public Assistance	Public Assistance/Non-Aided	CalWORKs/Public Assistance/Non-Aided	CalWORKs/Public Assistance/Non-Aided	CalWORKs/Public Assistance/Non-Aided
<b>Services I</b>	Employment and Case Management Services	Employment and Case Management Services	Senior and family health prevention, outreach, peer support	Vocational ESL and Employment Services	Job and Work Readiness Conflict Management Workshops	Resident Leadership Academy Workshops and Regional Environmental Scan
<b>Funding I</b>	RSS/TA	RSS/TA	SOR	RSS/TA	RSS/TA	RSS/TA
<b>Amount I</b>	\$400,000.00	\$1,600,000	\$37,722	\$800,000	\$162,000	\$80,000
<b>Total</b>	<b>\$400,000</b>	<b>\$1,600,000</b>	<b>\$37,722</b>	<b>\$800,000</b>	<b>\$162,000</b>	<b>\$80,000</b>

Overall Total \$3,079,722



**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF SAN DIEGO  
RELATING TO REFUGEE EMPLOYMENT SERVICES PLAN FOR FEDERAL FISCAL YEAR 2016-  
2017 THROUGH FEDERAL FISCAL YEAR 2018-2019**

WHEREAS, the Refugee Programs Branch of the California Department of Social Services makes funds available to the County of San Diego for Refugee Employment Services; and,

WHEREAS, the Board of Supervisors of the County of San Diego has determined that there is need for Refugee Employment Services to assist newly arrived refugees to become self-sufficient; and,

WHEREAS, funding by the Refugee Programs Branch is contingent upon the County of San Diego developing and submitting a three-year local plan for Refugee Employment Services; and,

WHEREAS, the Health and Human Services Agency of the County of San Diego has, with community participation, developed a local plan for Refugee Employment Services for Federal Fiscal Years 2016-2017, 2017-2018, and 2018-2019; and,

WHEREAS, the Agency Director of the Health and Human Services Agency, or the designee (Director, Health and Human Services Agency, Office of Strategy and Innovation Division) will administer the resulting grant funds on behalf of the County of San Diego.

NOW, THEREFORE, IT IS HEREBY RESOLVED that the Board of Supervisors of the County of San Diego approved the local plan for Refugee Employment Services for Federal Fiscal Year 2016-2017 through Federal Fiscal Year 2018-2019 and authorized the Agency Director of the Health and Human Services Agency or the designee to submit the plan to the Refugee Programs Branch of the California Department of Social Services, and to negotiate revisions to the plan which do not substantially modify the plan, if necessary to secure state approval, and to make revisions to the plan necessitated by changes in funding amounts or services.

APPROVED AS TO FORM AND LEGALITY  
COUNTY COUNSEL  
BY KYLE SAND, SENIOR DEPUTY

ON MOTION of Supervisor Horn, seconded by Supervisor Cox, the above Resolution was passed and adopted by the Board of Supervisors, County of San Diego, State of California, on this 2<sup>nd</sup> day of August, 2016, by the following vote:

AYES: Cox, Jacob, D. Roberts, R. Roberts, Horn

STATE OF CALIFORNIA)

County of San Diego)<sup>ss</sup>

I hereby certify that the foregoing is a full, true and correct copy of the Original Resolution entered in the Minutes of the Board of Supervisors.

DAVID HALL

Clerk of the Board of Supervisors

By: D. Lopez  
Diana Lopez, Deputy



Resolution No. 16-085

Meeting Date: 08/02/16 (4)

**COUNTY OF SAN DIEGO  
BOARD OF SUPERVISORS  
TUESDAY, AUGUST 2, 2016**

**MINUTE ORDER NO. 4**

**SUBJECT: 2017–2019 REFUGEE EMPLOYMENT SERVICES PLAN  
(DISTRICTS: ALL)**

**OVERVIEW:**

The County of San Diego receives funding for its Refugee Employment Services program to assist newly arriving refugees in obtaining employment and moving towards self-sufficiency as quickly as possible. The program provides employment services to refugees through competitively selected contracts and services in accordance with the federally required three-year Refugee Employment Services Plan. The Health and Human Services Agency developed the 2017-2019 Refugee Employment Services Plan with community participation.

Today's action requests Board approval and adoption of the attached Resolution and Refugee Employment Services Plan effective October 1, 2016 through September 30, 2019. Approval is also requested to pursue funding opportunities in support of refugee services.

The Refugee Employment Services Plan includes goals for addressing the needs of a vulnerable population, which supports the County's *Live Well San Diego* vision of a region that is Building Better Health, Living Safely, and Thriving.

**FISCAL IMPACT:**

Funds for this request are included in the Fiscal Year 2016-18 CAO Approved Operational Plan in the Health and Human Services Agency. If approved, this request will result in annual costs and revenues of \$3,001,020 in Fiscal Year 2016-17 and in Fiscal Year 2017-18. The funding source is the federal Office of Refugee Resettlement. There will be no change in net General Fund cost and no additional staff years.

**BUSINESS IMPACT STATEMENT:**

N/A

**RECOMMENDATION:**

**CHIEF ADMINISTRATIVE OFFICER**

1. Adopt Resolution entitled:

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF SAN DIEGO RELATING TO REFUGEE EMPLOYMENT SERVICES PLAN FOR FEDERAL FISCAL YEAR 2016-2017 THROUGH FEDERAL FISCAL YEAR 2018-2019.

2. Approve and authorize staff to pursue funding opportunities in line with the Refugee Employment Services Plan, when there is no match requirement from the County of San Diego, other than in-kind.



**ACTION:**

ON MOTION of Supervisor Horn, seconded by Supervisor Cox, the Board took action as recommended, adopting Resolution No. 16-085, entitled: A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF SAN DIEGO RELATING TO REFUGEE EMPLOYMENT SERVICES PLAN FOR FEDERAL FISCAL YEAR 2016-2017 THROUGH FEDERAL FISCAL YEAR 2018-2019.

AYES: Cox, Jacob, D. Roberts, R. Roberts, Horn

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State of California)  
County of San Diego) §

I hereby certify that the foregoing is a full, true and correct copy of the Original entered in the Minutes of the Board of Supervisors.

DAVID HALL  
Clerk of the Board of Supervisors

By   
Marvice E. Mazyck, Chief Deputy

